

Public Document Pack
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr
Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

Rydym yn croesawu gohebiaeth yn Gymraeg. Rhwch wybod i ni os mai Cymraeg yw eich dewis iaith.

We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.



Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate
Deialu uniongyrchol / Direct line /: 01656 643148 / 643694 / 643513
Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:
Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 11 March 2025

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB / remotely via Microsoft Teams on **Monday, 17 March 2025 at 10:00.**

AGENDA

1 **Apologies for Absence**

To receive apologies for absence from Members.

2 **Declarations of Interest**

To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)

3 **Approval of Minutes**

To receive for approval the minutes of 15/01/2025 and 28/01/2025.

5 - 16

**By receiving this Agenda Pack electronically you will save the Authority approx.
£00.00 in printing costs**

4	<u>Quarter 3 Performance 2024/25</u>	17 - 70
	<u>Invitees:</u>	
	Councillor John Spanswick - Leader	
	Councillor Jane Gebbie - Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing	
	Councillor Hywel Williams - Cabinet Member for Finance and Performance	
	Councillor Martyn Jones - Cabinet Member for Education and Youth Services	
	Councillor Paul Davies - Cabinet Member for Climate Change and the Environment	
	Councillor Eugene Caparros - Cabinet Member for Resources (Job Share)	
	Councillor Melanie Evans - Cabinet Member for Resources (Job Share)	
	Councillor Neelo Farr - Cabinet Member for Regeneration, Economic Development and Housing	
	Mark Shephard - Chief Executive	
	Carys Lord - Chief Officer - Finance, Housing and Change	
	Lindsay Harvey - Corporate Director - Education, Early Years & Young People	
	Claire Marchant - Corporate Director - Social Services and Wellbeing	
	Janine Nightingale - Corporate Director - Communities	
	Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy	
	Alex Rawlin - Corporate Policy and Performance Manager	
	Kate Pask - Corporate Performance Manager	
	Martin Morgans – Head of Partnerships and Housing	
	Paul Miles - Group Manager – Human Resources and Organisational Development	
5	<u>Corporate Plan Review For 2025/26</u>	71 - 80
	<u>Invitees:</u>	
	As per item 4 above.	
6	<u>Update And Position Statement For The Disabled Facilities Grant Service</u>	81 - 86
	<u>Invitees:</u>	
	Councillor Neelo Farr - Cabinet Member for Regeneration, Economic Development and Housing	
	Carys Lord - Chief Officer - Finance, Housing and Change	
	Martin Morgans – Head of Partnerships and Housing	
7	<u>Scrutiny Review</u>	87 - 116
8	<u>Conclusions And Recommendations</u>	
9	<u>Forward Work Programme Update</u>	117 - 164

10 Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Note: This will be a Hybrid meeting and Members and Officers will be attending in the Council Chamber, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you would like to view this meeting live, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643148 / 643694 / 643513 / 643159.

Yours faithfully

K Watson

Chief Officer, Legal and Regulatory Services, HR and Corporate Policy

Councillors:

F D Bletsoe

JPD Blundell

HJ David

RM Granville

S J Griffiths

GH Haines

M L Hughes

RL Penhale-Thomas

T Thomas

A Ulberini-Williams

AJ Williams

E D Winstanley

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 15 JANUARY 2025

Minutes of a meeting of the Corporate Overview and Scrutiny Committee held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB on Wednesday, 15 January 2025 at 10:00

Page 5

Present

Councillor F D Bletsoe – Chairperson

JPD Blundell
A W Ulberini-Williams

HJ David

RM Granville

GH Haines

Present Virtually

S J Griffiths
AJ Williams

M L Hughes
E D Winstanley

RL Penhale-Thomas

T Thomas

Apologies for Absence

Councillor Simon Griffiths and Councillor Martin Hughes gave their apologies that they would need to leave the meeting early.

Invitees

Councillor John Spanswick
Councillor Jane Gebbie
Councillor Hywel Williams
Councillor Melanie Evans
Councillor Neelo Farr

Leader
Deputy Leader / Cabinet Member Social Services, Health and Wellbeing
Cabinet Member for Finance and Performance
Cabinet Member for Resources (Job Share)
Cabinet Member for Regeneration, Economic Development and Housing

Mark Shepherd
Carys Lord
Kelly Watson

Chief Executive
Chief Officer – Finance, Housing and Change
Chief Officer - Legal & Regulatory Services, HR & Corporate Policy

Deborah Exton
Martin Morgans
Eilish Thomas

Deputy Head of Finance
Head of Partnerships and Housing
Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg.

Officers:

Meryl Lawrence
Jessica Mclellan

Senior Democratic Services Officer - Scrutiny
Scrutiny Officer

Declarations of Interest

Cllr Elaine Winstanley – item 4 – Personal – as an employee of AWEN Cultural Trust which is mentioned in the report.

Cllr Ross Penhale-Thomas – item 4 – Personal – as he works in the housing sector.

Cllr Amanda Williams – item 4 – Personal – as Chair of Governors at Coety Primary School and Vice Chair of Governors at Brynteg Comprehensive School.

140. Approval of Minutes

Decision Made	<p><u>RESOLVED:</u></p> <p>That the minutes of the meeting of the Corporate Overview and Scrutiny Committee dated 16 December 2024 be approved as a true and accurate record subject to the following further context being provided regarding recommendation 6:</p> <p>This recommendation was made following discussions regarding Wellbeing Objective 3, a County Borough with thriving valleys communities, and that the Committee were content to start the process involving the 3 valleys and the 13 Councillors that represent those areas.</p>
Date Decision Made	15 January 2025

141. Medium Term Financial Strategy 2025-26 to 2028-29

Decision Made	<p><u>RESOLVED:</u></p> <p>Following consideration of the report and detailed discussion with Cabinet Members and Senior Officers, the Committee made the following recommendations and requests for additional information:</p>
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	<p><u>Recommendations</u></p> <ol style="list-style-type: none"> 1. The Committee recommended: <ol style="list-style-type: none"> a. that all financial reports be accompanied by a glossary which is also made available on the Council's website in order to assist residents in their reading and understanding of the reports; b. that when reductions are referenced in the report that there is clarity about whether they are in net or real terms; c. that charts/graphics be included showing: <ol style="list-style-type: none"> i. the percentage increase in Council Tax over the period referred to; ii. the demographic growth in the borough; iii. the demographic growth compared to other Welsh local authorities and nationally; and iv. the reduction in use of agency staff. d. that comparison data be provided demonstrating the difference between the proposed increase to Council Tax and the average staff wage increase across the authority. 2. The Committee recommended piloting zero-based budgeting in a select area of Directorate to be determined by senior Officers. 3. The Committee recommended that a letter be sent on behalf of the Committee to Welsh Government and the UK Government regarding the following: <ol style="list-style-type: none"> a. expressing that national policy commitments resulting from legislative changes should be fully funded both in terms of capital funding and ongoing revenue funding including a commitment to fund employer national insurance payments for individuals employed by agencies who provide services to the Council which currently results in a £1.5m cost pressure; and b. expressing concern regarding the repeated lateness of the settlement and requesting a commitment to bring forward the settlement date and to request that consideration be given to providing indicative multi-year settlements. 4. The Committee recommended consideration be given to how invest to save models and further collaborative working and sharing of best practice across local authorities regarding ICT and use of artificial intelligence could expedite savings. 5. The Committee recommended that a letter be sent on behalf of the Committee to Welsh
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	<p>Government and the Department for Work and Pensions strongly recommend that they implement auto-enrolment of individuals to all benefits to which they are eligible/entitled when they apply for another benefit.</p> <p>6. The Committee recognised that the funding to the Council and schools was being disadvantaged by individuals not claiming all benefits to which they are entitled and recommended that Council-wide external communications be issued encouraging residents to claim all benefits to which they are entitled including Pension Credit, Housing Benefit and Eligible Free School Meals and promoting the Council's auto-enrolment process.</p> <p>7. With reference to the budget reduction proposal, CEX 6, the Committee recommended that a letter be sent on behalf of the Committee to the Police and Crime Commissioner to ascertain her reliance on the CCTV service created and managed by the Council and whether the Police and Crime Commission's contribution to CCTV has been cut and requesting a response prior to the next meeting of the Committee on 28 January 2025.</p> <p>8. The Committee recommended that detailed discussions are held with town and community councils before suggestions are made in meetings that town and community councils may be able to assist when discussing funding gaps.</p> <p>9. While the Committee recognised that there was a budget growth proposal for a Procurement Assistant (CEX 5) in central Procurement, they reflected that there appeared to be insufficient capacity, at times, within Directorates to provide timely contributions to the Procurement process and recommended that more urgency needed to be placed on procurement highlighting it was critical to a one-council approach.</p> <p>10. The Committee expressed concern that all budget savings proposals within the Chief Executives Directorate and Council Wide were red and possibly difficult to achieve. The Committee were advised that the vast majority of the spend in these areas is on staffing and the savings would be subject to consultation and therefore would remain red until these were complete and were then likely achievable. The Committee recommended that the narrative in the budget savings proposals to reflect that position and its red status.</p> <p><u>Additional Information</u></p> <p>11. The Committee requested Officer responses as to whether the population growth in the county</p>
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	<p>borough was creating more demand in specific areas, e.g. whether families with children with special needs were moving into the area to take up the offer of in-county special schools offer or whether older people were relocating to the area.</p> <p>12. The Committee requested a copy of the report being presented to the Shared Regulatory Services Joint Committee at the end of January 2025 to assist the Committee in identifying statutory and non-statutory services provided by Regulatory and Corporate Services.</p> <p>13. The Committee requested a written response setting out:</p> <ul style="list-style-type: none"> a. the value of the Council's borrowing liability benchmark; b. the Council's current level of borrowing; c. whether the Council can increase its borrowing to support capital projects; and d. clarification as to whether external borrowing below the liability benchmark indicates a borrowing requirement and whether external borrowing above the liability benchmark indicates an over-borrowed position. <p>14. <u>Budget Reduction Proposals - CEX 6</u></p> <p>The Committee requested:</p> <ul style="list-style-type: none"> a. a map of the CCTV locations; b. information regarding which service areas benefit from the CCTV, i.e. does it cover out of hours, alarm monitoring for Council buildings, RSLs, etc.; c. confirmation of other service areas who could benefit from use of the CCTV but do not yet do so; d. granular detail setting out what the sum of the saving of £444k entails; e. clarity on the Crime and Disorder Act 1998 as to where the statutory responsibility for the CCTV lies and who are mandated partners including whether Town and Community Councils are considered statutory partners under the Act; f. that the narrative in the budget reduction proposal be amended to reflect whether the saving related to removal of the service or a review seeking contributions from statutory partners in order to maintain the CCTV service.
Date Decision Made	15 January 2025

142. Forward Work Programme Update

Decision Made	<u>RESOLVED:</u> Following consideration of the report the Committee approved its Forward Work Programme (FWP) in Appendix A, noted the FWPs for the Subject Overview and Scrutiny Committees in Appendix C, D and E, and noted the Recommendations Monitoring Action Sheet to track responses to the Committee's Recommendations made at previous meetings in Appendix B.
Date Decision Made	15 January 2025

143. Urgent Items

Decision Made	None.
Date Decision Made	15 January 2025

To observe further debate that took place on the above items, please click this [link](#)

The meeting closed at 14:19.

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON TUESDAY, 28 JANUARY 2025 AT 10:00

Present

Councillor F D Bletsoe – Chairperson

JPD Blundell

RM Granville

GH Haines

Present Virtually

HJ David
A Ulberini-Williams

S J Griffiths
AJ Williams

M L Hughes

T Thomas

Apologies for Absence

RL Penhale-Thomas and E D Winstanley

Invitees

Councillor John Spanswick
Councillor Jane Gebbie
Councillor Hywel Williams
Councillor Martyn Jones
Councillor Paul Davies
Councillor Eugene Caparros
Councillor Melanie Evans
Councillor Neelo Farr

Leader
Deputy Leader / Cabinet Member Social Services, Health and Wellbeing
Cabinet Member for Finance and Performance
Cabinet Member for Education and Youth Services
Cabinet Member for Climate Change and the Environment
Cabinet Member for Resources (Job Share)
Cabinet Member for Resources (Job Share)
Cabinet Member for Regeneration, Economic Development and Housing

Mark Shepherd
Carys Lord
Lindsay Harvey
Claire Marchant
Janine Nightingale
Kelly Watson

Chief Executive
Chief Officer – Finance, Housing and Change
Corporate Director – Education, Early Years and Young People
Corporate Director – Social Services and Wellbeing
Corporate Director - Communities
Chief Officer - Legal & Regulatory Services, HR & Corporate Policy

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg.

Deborah Exton
Martin Morgans
Nigel Smith

Deputy Head of Finance
Head of Partnerships and Housing
Group Manager – Chief Accountant

Officers:

Meryl Lawrence
Jessica McLellan

Senior Democratic Services Officer - Scrutiny
Scrutiny Officer

Declarations of Interest

Councillor Amanda Williams - Personal – Item 3 - Local Education Authority Governor at Brynteg Comprehensive School and Community Council Governor at Coety Primary School.

Councillor Alex Ulberini-Williams - Personal – Item 3 - Husband works as a music teacher in another local authority.

Councillor Tim Thomas - Personal - Item 3 - In work capacity, has liaised with the Cabinet Secretary and the Welsh Government regarding increasing supply of housing and reducing homelessness and wife works as a maths and music teacher in another local authority.

Councillor Martin Hughes - Personal - Item 3 - Daughter is head of music in a neighbouring local authority and wife is a private music tutor, both of whom have benefited from the music service in the past.

144. Medium Term Financial Strategy 2025-26 to 2028-29 and Draft Budget Consultation Process

Decision Made	<p><u>RESOLVED:</u> Following detailed consideration of the report and its appendices with Cabinet Members and Officers, the Committee agreed to submit the Recommendations in Appendices A and B to Cabinet on 4 February 2025 as part of the budget consultation process, subject to the following additions and amendments:</p> <p>Recommendations</p> <p>1. <u>Bridgend Music Service</u></p> <p>The Committee discussed the overwhelming number of representations they had each received from headteachers, parents and learners regarding the powerful impact the Bridgend Music Service has had on the lives and wellbeing of all who use it and also highlighted its importance for those learners who find academia or sport difficult.</p> <p>The Committee strongly recommended that Bridgend Music Service be retained as a fully</p>
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	<p>subsidised service.</p> <p>However, whilst recognising that it was a significant budget pressure, the Committee considered that the value provided by the Service was such that they recommended that the budget reduction proposal EEYYP 12, at least, be deferred pending exploration of all possible alternative delivery models to ensure that the Service can continue long term.</p> <p>The Committee further recommended that any alternative delivery model, whether or not involving other stakeholders or parental contribution models, should maintain the free provision of the Service, at the very least, for learners from low income families.</p> <p>2. <u>Counselling Services</u></p> <p>In addition to the comments made by SOSC 1 regarding Budget Reduction Proposal EEYYP 3: <i>that opportunities be explored further to find alternative delivery models such as not-for-profit or commercial partnerships, in order to continue providing these important services</i>, COSC stressed the importance of working with partners and recommended that the Authority work closely with Cwm Taf Morgannwg University Health Board in providing support for the mental health and wellbeing of children and young people across the county borough.</p> <p>3. <u>EEYYP and Schools Budget Pressures</u></p> <p>Further to SOSC 1's support for the budget pressure proposals, the Committee specifically wished to support the budget growth for Additional Learning Needs (ALN). However, the Committee recommended that the budget growth proposal of providing additional support for those with ALN needed to be carefully balanced with the demand and impact that the budget reductions proposals regarding ALN would have on staffing and support for learners.</p> <p>4. <u>School Delegated Budgets – SCH 1</u></p> <p>The Members discussed representations received from headteachers regarding the detrimental impact that the further 1% cut would have on their ability to deliver a wide range of service and on their already significant deficit budgets including the significant impact on staffing and their wellbeing, potentially larger class sizes, the narrowing of the curriculum and potential impact on additional provisions such as, extracurricular activities. Therefore, the Committee recommended that SOSC 1's recommendation <i>that the Cabinet are asked to do all they can to remove the 1% budget saving proposed for schools</i> be wholly endorsed by COSC, and that Cabinet reconsider this</p>
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	<p>significant proposed budget reduction for the reasons above.</p> <p>5. <u>Grant funding</u></p> <p>The Committee requested a breakdown of value of the grant funding which the Council could expect to receive from the UK and Welsh Government in 2025/26 including the expected timeline for receipt and whether this represented an increase or decrease from previous years.</p> <p>The Committee were advised that although some headline figures had been received on an all-Wales basis, it was, as yet, unknown what Bridgend's allocation from these would be. The Committee recommended that should this information be available prior to the setting of the budget, that Cabinet consider it as part of the full financial outline during the budget setting process.</p> <p>Additional Information</p> <p>6. The Committee expressed concern regarding the perceived discrepancy between the Welsh Government promoting a 4% investment in education and Bridgend proposing a 1% cut to school budgets. The Committee were advised that Bridgend's allocation from the additional Welsh Government funding for education in Wales equated to around £10.8m. The Committee requested a copy of the letter from the Cabinet Secretary for Education detailing the breakdown of this allocation referred to by the Corporate Director – Education, Early Years and Young People.</p> <p>7. The Committee expressed concern regarding the impact of falling pupil roll numbers on funding for schools and requested the pupil numbers on roll for past years and a projection of future numbers including the Pupil Admission Number (PAN) for each school.</p> <p>8. The Committee requested a written response providing an estimated value of the revenue lost, at the Rhiw Car Park, as a result of the car park barrier remaining up all day.</p> <p>9. The Committee were advised that the Council's charging regime for car parking, including the free parking offers, were being reviewed. The Committee requested that the Subject Overview and Scrutiny Committee 3 consider requesting a report detailing the outcome of the exercise referred to above and that such report demonstrates the difference in revenue between the free parking period and a full charging model.</p>
Date Decision Made	28 January 2025

25. Budget Monitoring 2024-25 - Quarter 3 Revenue Forecast

Decision Made	<p><u>RESOLVED:</u> Following consideration of the report and detailed discussion with Cabinet Members and Senior Officers, the Committee made the following recommendations and requests for additional information:</p> <p>Recommendations</p> <p>10. Whilst discussing significant overspends in some services, the Committee expressed concern that the Council's projected overall underspend position masks significant overspends in some areas and recommended that the Authority should continue the push to try to reduce and address these overspends.</p> <p>11. The Committee expressed concern that the White Paper from Welsh Government regarding home to school transport is still awaited and the impact being a significant recurring overspend on service provision. The Committee recommended that transformation of the service was required and that there needed to be work and education around the public bus network. The Committee also expressed concern, that a Welsh Government review of bus network services and franchising will commence in North Wales so that a review of Bridgend is not scheduled for at least two years.</p> <p>Additional Information</p> <p>12. The Committee expressed concern regarding the significant increase in demand for learners with additional learning needs (ALN) driving the overspend position in this area and queried whether the reasons for the increase in demand and the projected likely demand for ALN services were sufficiently understood.</p> <p>The Committee requested a copy of the Estyn review report referred to by the Corporate Director – Education, Early Years and Young People regarding the Additional Learning Needs and Education Tribunal (Wales) Act 2018 which considered some areas of learning needs and support required for learners and which provided a helpful summary of themes from a number of schools across Wales.</p> <p>13. The Committee discussed legacy issues from the pandemic impacting on pupil behaviour leading to an increase in exclusions and the significant increase in demand for ALN provision, expressed concern that the increase in demand may not be solely due to pandemic and asked whether further</p>
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	<p>work was necessary to fully understand all of the reasons driving the increase in demand and overspend in ALN services.</p> <p>The Committee were advised that educational specialists in Welsh Government were undertaking a detailed piece of work looking at the reasons for the additional demand and requested that the Subject Overview and Scrutiny Committee 1 consider requesting a report detailing the outcome of the exercise referred to above, when available, or to include it in the report on Behaviour scheduled to that Committee, as appropriate.</p>
Date Decision Made	28 January 2025

146. Capital Strategy 2025-26

Decision Made	<u>RESOLVED:</u> Following consideration of the report and discussion with Cabinet Members and Senior Officers the Committee noted the draft Capital Strategy 2025-26 to 2034-35, including the Prudential Indicators 2025-26 to 2034-35 at Appendix A.
Date Decision Made	28 January 2025

147. Urgent Items

Decision Made	None.
Date Decision Made	28 January 2025

To observe further debate that took place on the above items, please click this [link](#)

The meeting closed at 13:26.

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg.

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	QUARTER 3 PERFORMANCE 2024-25
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PERFORMANCE MANAGER
Policy Framework and Procedure Rules:	Monitoring performance against the Corporate Plan forms part of the Council's Performance Management Framework.
Executive Summary:	<p>This report provides –</p> <ul style="list-style-type: none"> • an overview of performance against wellbeing objectives in the Corporate Plan 2023-28 at quarter 3 2024-25. • analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2024-25. • An update on the performance against our current regulator recommendations (Regulatory Tracker).

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an overview of Council performance against the Corporate Plan at quarter 3 (Q3) of 2024-25. This is the second year of the 5-year Corporate Plan 2023-28 and the second performance report on the 2024-25 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against current regulator recommendations.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28. In April 2024 Council agreed the Corporate Plan Delivery Plan 2024-25 which set out aims, commitments, and performance indicators to help measure the Council's progress on priorities.
- 2.2 Each Directorate produced a business plan, including milestones against each commitment, targets against each Performance Indicator (PI) and a rationale for targets. These plans can be viewed via the staff intranet. Data quality and accuracy templates have been completed for each PI to clearly define what the PI is measuring, scope of data, calculation/verification methods, and responsible officers. In summer 2024 the Corporate Plan PI targets and rationales were approved by Corporate Management Board (CMB) and provided to Corporate Overview Scrutiny Committee (COSC) in September 2024 along with minor amendments to the CPDP.
- 2.3 As part of the Performance Management Framework, monitoring of the CPDP is carried out quarterly through 4 directorate performance dashboards scrutinised by Directorate Management Teams. A single performance dashboard is reported

quarterly to Cabinet and Corporate Management Board (CCMB). The same dashboard is presented to Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress.

- 2.4 The performance team has worked with Corporate Overview and Scrutiny Committee to make improvements to the performance reporting process to give Members a clearer understanding of how the Council is performing, including:
- development of the single performance dashboard,
 - improvements to the commentary in the dashboards,
 - use of summary presentations
- 2.5 In a report to Governance and Audit Committee (GAC) in November 2022, Audit Wales highlighted the requirement for the Council to improve arrangements dealing with recommendations from regulator reports. In response a 'regulatory tracker' was developed which is considered at GAC twice yearly. In July 2023, GAC recommended that the regulatory tracker be included on all Subject Overview and Scrutiny forward work programmes for the Committees to be aware of progress. This has now been integrated into the quarterly performance monitoring process.

3. Current situation / proposal

- 3.1 The Q3 performance dashboard (**Appendix 1**) provides judgements on progress on our commitments and outlines key activities and achievements in Q3, and next steps where appropriate. It also provides Q3 values and supporting comments for the PIs. The simple scale used to score performance is set out in our Performance Management Framework and summarised in the Table 1 below.

3.2 Summary of progress on Corporate Commitments

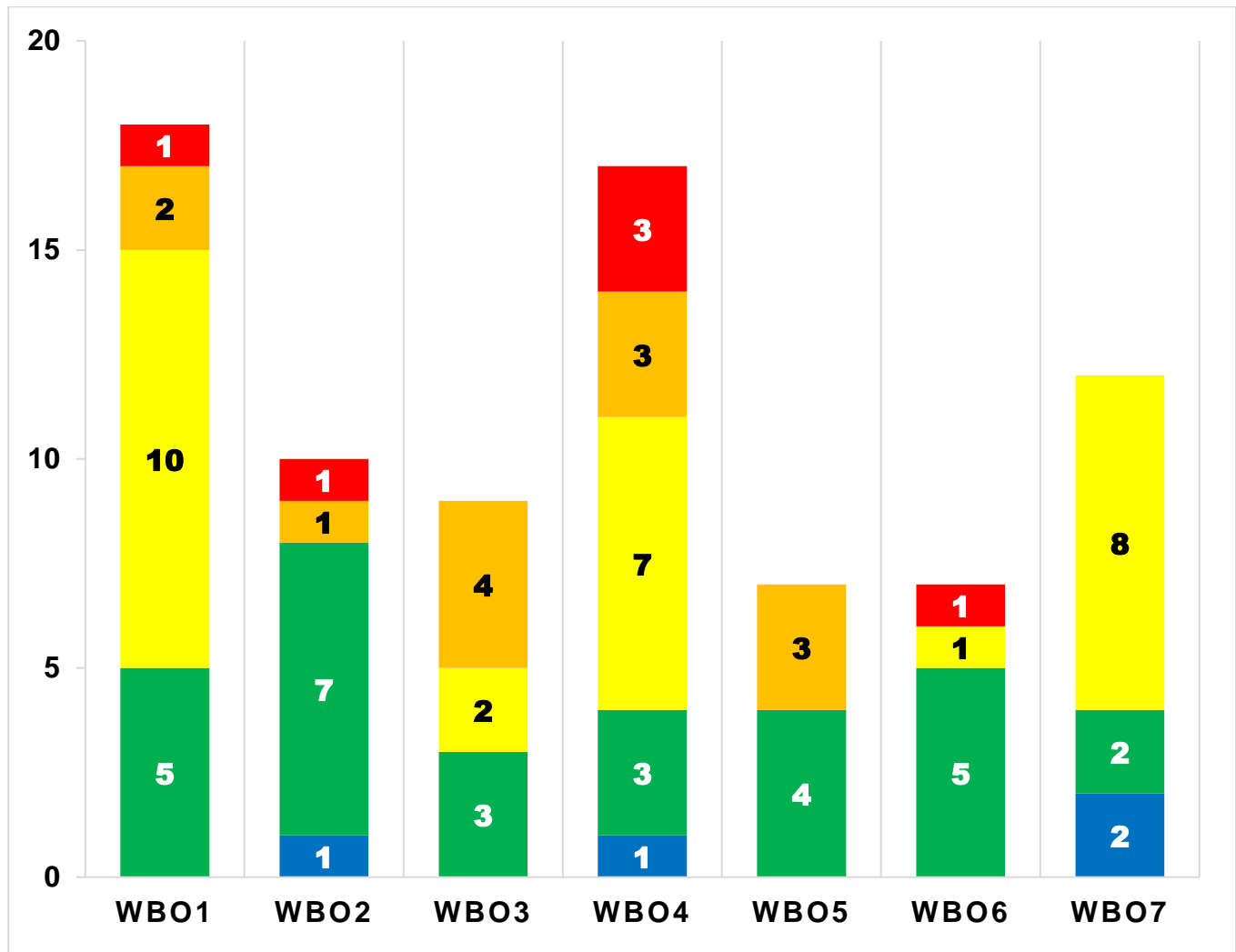
The CPDP 2024-25 contains 80 Commitments to measure performance against the Corporate Plan. Table 1 shows the performance judgements for these commitments at Q3 2024-25 and comparison with the previous quarter (PQ), with Chart 1 on the next page breaking this down further to show performance for each of the wellbeing objectives.

Table 1

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	2	2.5%	4	5%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	19	23.75%	29	36.25%
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	29	36.25%	28	35%
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	25	31.25%	13	16.25%

UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	6.25%	6	7.5%
	Total	80	100%	80	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective (WBO)



3.3 Summary of Performance Indicators

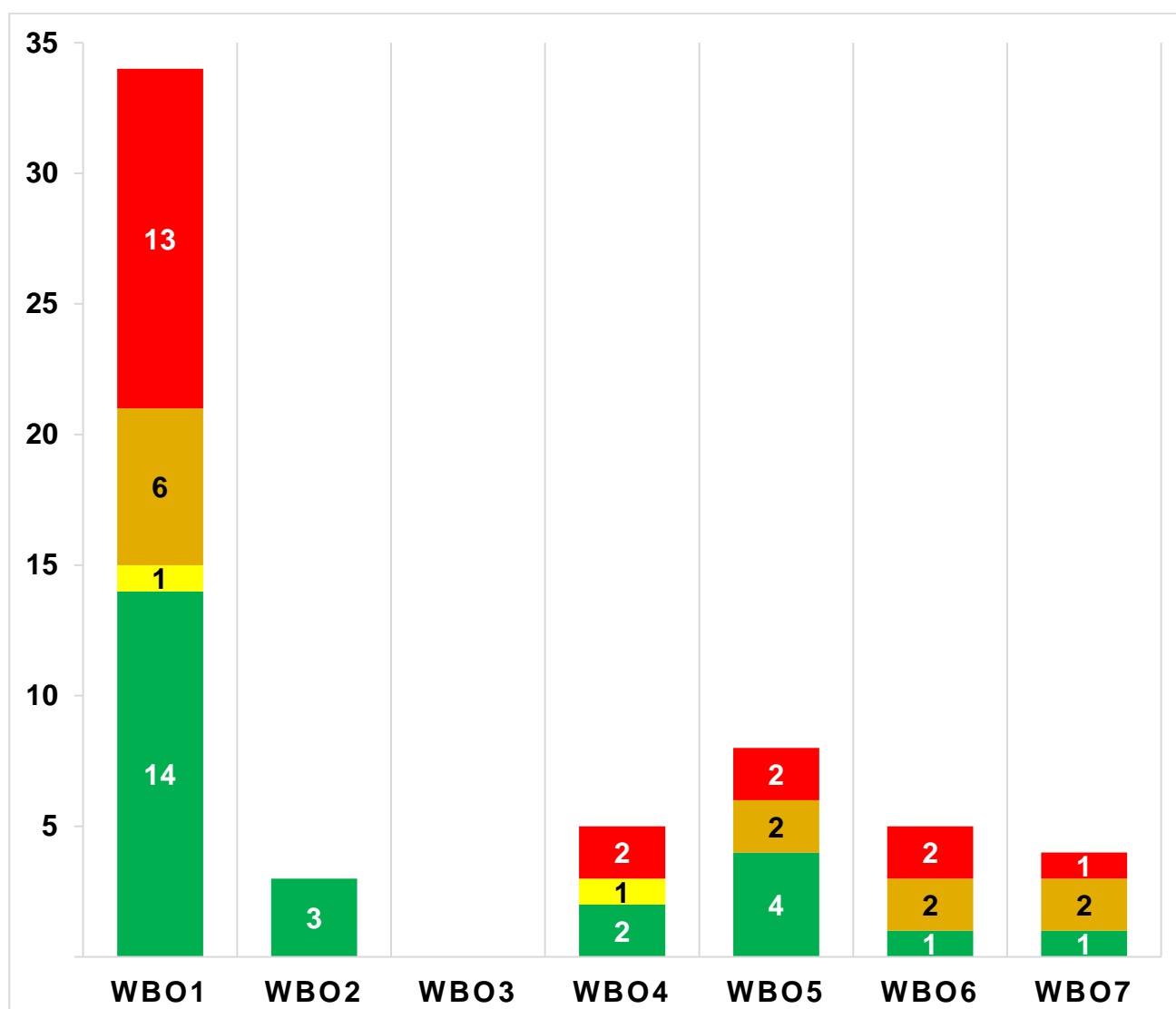
The CPDP 2024-25 contains 108 Performance Indicators to measure performance against the Corporate Plan. At Q3 we are able to evaluate performance on the quarterly PIs contained in the 2024-25 delivery plan, which is 60, the remaining 48 are annual and will be reported for the first time at Q4.

- 3.4 All 60 PIs have verified Q3 values. 59 could be compared against their target and awarded a RAYG status, with 1 of the indicators using 2024-25 to establish a baseline value to set a target going forward. Table 2 on the next page shows overall performance for PIs at Q3 and a comparison with the previous quarter, and Chart 2, performance for each wellbeing objective.

Table 2

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	23	38.98%	25	42.37%
GOOD (YELLOW)	On target	5	8.47%	2	3.39%
ADEQUATE (AMBER)	Off target (within 10% of target)	9	15.25%	12	20.34%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	22	37.30%	20	33.90%
	Total	59	100%	59	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective

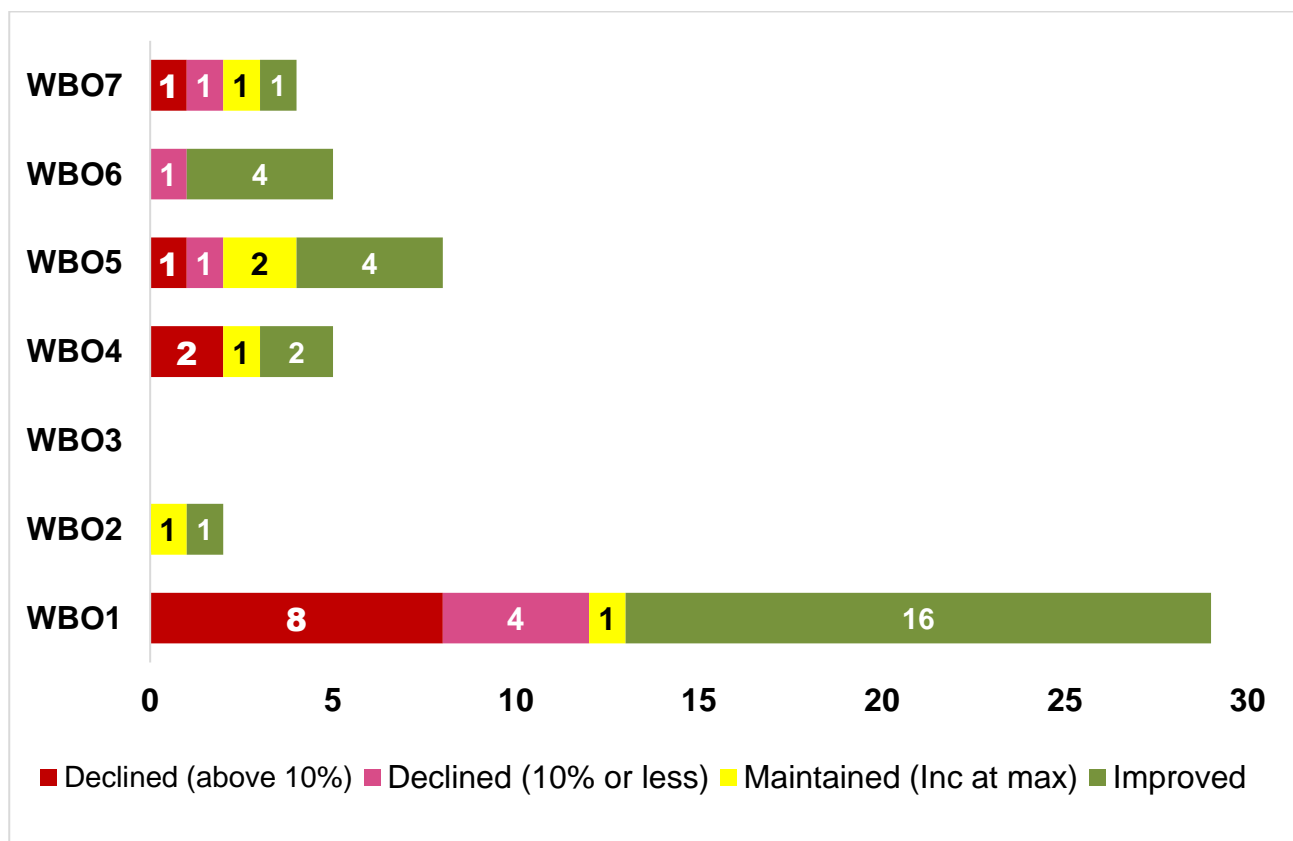


3.5 Trend data allows us to compare our Q3 values with the same period last year (Q3 2023-24). Comparable data for Q3 is available for 53 of the 60 quarterly PIs. Of the remaining 7, 5 indicators do not have comparable verified data for last year because they are new (4) or data was not collected at Q3 last year (1), and 2 PIs are “trend not applicable” due the way the targets are profiled. Trend analysis for Q3 performance is set out in Table 3 with comparison to the previous quarter, and Chart 3 shows the trend analysis for each wellbeing objective.

Table 3

Performance Indicators Trend Definition		Trend			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
↑	Performance has improved	28	53.85%	28	52.83%
↔	Performance maintained (includes those at maximum)	5	9.61%	6	11.32%
↙	Declined performance (by less than 10%)	9	17.31%	7	13.21%
↓	Declined performance (by 10% or more)	10	19.23%	12	22.64%
	Total	52	100%	53	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective



Measuring Performance against our Ways of Working





- 3.6 This is the second year of developing indicators / commitments to demonstrate how the Council is performing against the five ways of working in the new Corporate Plan. This remains a work in progress with more work needed. In the 2024-25 CPDP there are 9 ways of working PIs which are not included within the wellbeing objectives. 7 of these indicators have verified values at Q3, with 1 indicator marked “n/a” as it has no target, and 1 annual indicator which will be reported at Q4. Of the 7, 6 could be compared against a target and awarded a RAYG status. This is shown in Table 4 below.

Table 4

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	2	33.33%	2	33.33%
GOOD (YELLOW)	On target	-	-	1	16.67%
ADEQUATE (AMBER)	Off target (within 10% of target)	2	33.33%	1	16.67%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	2	33.33%	2	33.33%
	Total	6	100%	6	100%

- 3.7 Trend data is available for 6 of 9 indicators, comparing Q3 performance with the same period last year. 2 of the indicators are “trend not applicable” due the way the targets are profiled, and 1 annual indicator. Trend analysis is set out in Table 5.

Table 5

Performance Indicators Trend Definition		Trend			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
	Performance has improved	1	16.67%	1	16.67%
	Performance maintained (includes those at maximum)	2	33.33%	2	33.33%
	Declined performance (by less than 10%)	2	33.33%	1	16.67%
	Declined performance (by 10% or more)	1	16.67%	2	33.33%
	Total	6	100%	6	100%

Summary of Sickness Absence

- 3.8 There is no target for sickness absence, though the focus continues to be on trying to reduce sickness across the organisation. Staff wellbeing measures are in place and sickness continues to be closely monitored.
- 3.9 At Q3 cumulative days lost per full time equivalent (FTE) employee is 10.12 days, worse than the 8.77 days for Q3 2023-24, and a 15.39% increase in absence levels. This worsening trend is mirrored within the directorate data for all directorates and schools. The proportion of days lost that are classified at short-term absences (7 days or less) has decreased slightly from 26% in Q3 2023-24 to 23% in Q3 2024-25. The most common reason for absence remains as Stress/Anxiety/Depression (not work related).

Summary of Performance against Regulator Recommendations

- 3.10 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2024-25 is included as **Appendix 2**. Summary of current reports and their BRAYG status judgements is provided in Table 6. A more detailed analysis will be provided in a report to Governance and Audit Committee in April 2025.

Table 6

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Audit Wales, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Care Inspectorate Wales (CIW) Performance Evaluation Inspection of Children's Services	21	16	-	2	2	1
Transformational Leadership Programme Board, Baseline Governance Review Cwm Taf Morgannwg Regional Partnership Board	7	3	1	-	3	-
Audit Wales, Springing Forward, Strategic Workforce Management	3	1	1	1	-	-
CIW Improvement Check Visit to Children's Social Care Services	10	3	2	4	1	-
CIW Inspection Report on Foster Wales Bridgend	20	9	3	3	5	-
Audit Wales, Use of Service User Perspective and Outcomes	3	1	1	-	1	-
Audit Wales, Digital Strategy Review	3	-	3	-	-	-
Audit Wales, Financial Sustainability Review	2	-	-	-	2	-
Audit Wales, Review of Decision-Making Arrangements	5	2	-	3	-	-
Audit Wales, Setting of Well-being Objectives	3	-	3	-	-	-

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 This report assists in measuring and monitoring progress made against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form the Council's Corporate Plan 2023-28:-

1. A County Borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard and part of their community
7. A County Borough where we support people to live healthy and happy lives

- 5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

6. Climate Change Implications

- 6.1 There are no specific implications of this report on climate change. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2024-25 have been developed to help assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no specific implications from this report on safeguarding or corporate parenting.

8. Financial Implications

- 8.1 There are no financial implications arising from this report.

9. Recommendations

- 9.1 The Committee is recommended to note the Council's performance at quarter 3 for the 2024-25 financial year.

Background documents

None

Corporate Performance Dashboard

Quarter 3 2024-25



Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr







KEY:

How will we mark or score ourselves

We have one simple scale for how we mark or score the council’s performance. Because overall judgements, commitments and performance indicators are measured differently, the colours or judgements have different descriptions depending on which type of performance you are reviewing.

	What does this Status mean?		
	Overall / self-assessment performance	Commitments, projects or improvement plans	Performance Indicators
COMPLETE (BLUE)	Not applicable	Project is completed	Not applicable
EXCELLENT (GREEN)	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
GOOD (YELLOW)	Strong features, minor aspects may need improvement	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	On target
ADEQUATE (AMBER)	Needs improvement. Strengths outweigh weaknesses, but important aspects need improvement	Issues – More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	Off target (within 10% of target)
UNSATISFACTORY (RED)	Needs urgent improvement. Weaknesses outweigh strengths	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	Off target (target missed by 10%+)

For performance indicators, we will also show trends in performance so you can see how we are doing compared with the same period last year.

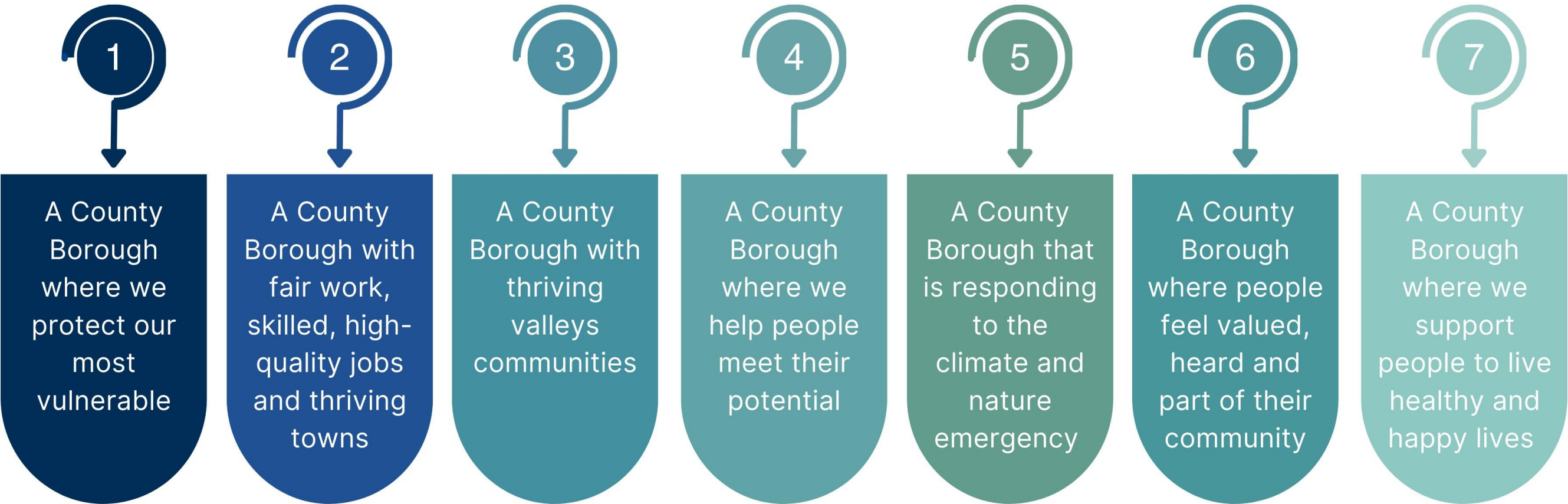
Trend	Meaning
	Improved performance
	Maintained performance (includes those at maximum)
	Declined performance (by less than 10%)
	Declined performance (by 10% or more)

Trend	Performance Indicator types
CP	Corporate Plan Indicator
WoW	Ways of Working Indicator

	Directorate Responsible
ALL	All Directorates
CEX	Chief Executives Directorate
COMM	Communities Directorate
EEYYP	Education, Early Years, and Young People Directorate
SSWB	Social Services and Wellbeing Directorate

OUR CORPORATE PLAN - AT A GLANCE

OUR 7 WELLBEING OBJECTIVES-



WBO1: A County Borough where we protect our most vulnerable

WBO1.1: Providing high-quality children's and adults social services and early help services to people who need them

Performance Indicators

Page 28

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/026 CP WBO1.1	Safe reduction in the number of children on the child protection register. (SSWB) Lower Preferred	189	175	125	175	94	203	↑	Quarterly Indicator Target Setting: Target set to see continued reduction following significant increase in 2022-23. Performance: We continue to reduce our Child Protection figures and to provide reassurance around our decision making. We are undertaking audit and dip sample activity. This is reported in Silver and Quarterly Group Manager Presentations.
DEFS29 CP WBO1.1	Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. (SSWB) Higher Preferred	83%	87%	81%	87%	80%	82%	↙	Quarterly Indicator Target Setting: To continue to improve performance. Performance: Performance slightly reduced but not of concern with it being in line with previous years. However, the Family Support Services Manager will monitor this with Central Grants Team moving forward.
SSWB38a CP WBO1.1	Percentage of reablement packages completed that: a) reduced the need for support Higher Preferred	14.32%	18%	17.62%	18%	17.84%	15.75%	↑	Quarterly Indicator Target Setting: The resetting of the reablement programme will increase the number of individuals going through reablement and maintain / reduce the need for support. Performance: The service have observed that the level of dependency of the people going through reablement has increased therefore making it difficult in some cases to reduce the need for support. Also see other performance measures for reablement.
SSWB38b CP WBO1.1	b) maintained the same level of support Higher Preferred	13.79%	14%	15.86%	14%	17.25%	12.45%	↑	Quarterly Indicator Target Setting: The resetting of the reablement programme will increase the number of individuals going through reablement and maintain / reduce the need for support. Performance: Remains on target.
SSWB38c CP WBO1.1	c) mitigated need for support. (SSWB) Higher Preferred	66.58%	68%	55.95%	68%	54.09%	62.77%	↓	Quarterly Indicator Target Setting: The resetting of the reablement programme will increase the number of individuals going through reablement and maintain / reduce the need for support. Performance: There are challenges with mitigating need for support due to levels of complexity and frailty of people accessing reablement, coupled with some identified training needs for staff which is influencing performance outcomes.
SSWB76 CP WBO1.1	Total number of packages of reablement completed during the year. (SSWB) Higher Preferred	377	400	227	300	342	274	↑	Quarterly Indicator Target Setting: The resetting of reablement programme will increase demand. Performance: Positive evidence that the directorate continues to promote strengths based working and promoting independence. Please note this is a cumulative target and we are on track to achieve the 400 by year end.
SSWB39 CP WBO1.1	Safe Reduction in the number of Care Experienced Children. (SSWB) Lower Preferred	370	350	359	350	340	383	↑	Quarterly Indicator Target Setting: Target set to see continued reduction in numbers reflective of pre-pandemic levels. Performance: We have exceeded target and continue to work with families who are ready for care order discharge or reunification.
SSWB55a CP WBO1.1	Percentage of carers who were offered a carer's assessment in a) Children's Higher Preferred	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to see all eligible carers offered an assessment Performance: On target (85 out of 85 offered)

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB55b CP WBO1.1	b) Adults. (SSWB) Higher Preferred	No Data	100%	94.21%	100%	94.56%	No data	Trend not available	Quarterly Indicator Target Setting: Target set to see all eligible carers offered an assessment Performance: 1078/1140 offered a carers assessment that was recorded on the system. A carers plan has been developed that seeks to improve this performance target.
SSWB57 CP WBO1.1	Percentage of enquiries to the Adult Social Care front door which result in information and advice only. (SSWB) Higher Preferred	74.88%	75%	85.17%	75%	85.19%	73.5%	↑	Quarterly Indicator Target Setting: A new Early, Intervention and Prevention operating model has been implemented at the front door to manage adult social care. Performance: Continuing improvement evidencing the day-to-day use of strength based outcome focussed model of practice.
SSWB61a CP WBO1.1	Number of people who access independent advocacy to support their rights within: a) children's social care Higher Preferred	64	130	24	99	31	33	↙	Quarterly Indicator Target Setting: To reflect predicted demand. Performance: There has been a decreasing trend in the number of children eligible for the Active Offer (a 56% reduction during Q1 to Q3 of 2024-25 compared to the same period last year). This is due to a reduction in the number of children becoming care experienced and those being subject to an Initial Child Protection Conference. Focused work to increase the provision of the active offer for eligible children has been undertaken and consequently current data for 2024-25 has seen an increase in performance with 47% (53) of eligible children at Q3 being referred, compared to 27% in 2023-24.
SSWB61b CP WBO1.1	b) Adult's social care. (SSWB) Higher Preferred	87	180	30	135	52	102	↓	Quarterly Indicator Target Setting: To improve performance. Performance: The advocacy groups are operating at capacity, largely with ongoing casework, this is restricting their ability to pick up new referrals. The service will undertake a review of the delivery of this contract to reflect current demands and the service specification contained in the contract.
SSWB78a CP WBO1.1	Timeliness of visits to a) children who are care experienced Higher Preferred	85.31%	87%	87.86%	87%	87.99%	82.70%	↑	Quarterly Indicator Target Setting: To continue to improve performance and reflect the challenges there have been linked to recruitment and retention. Performance: Performance has been maintained into quarter 3. Clear processes are now in place and have been maintained.
SSWB78b CP WBO1.1	b) children on the child protection register. (SSWB) Higher Preferred	86.77%	87%	87.8%	87%	88.95%	85.17%	↑	Quarterly Indicator Target Setting: To continue to improve performance and reflect the challenges there have been linked to recruitment and retention. Performance: Performance continues to improve in this area which relates to a more stable workforce and understanding of roles and responsibilities.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.1.1	Continue to improve early help services by increasing the number of team around the family (TAF) interventions that close with a positive outcome (SSWB)	YELLOW (Good)	<p>Quarter 3: Early Help services and specifically the Family Support worker role are being reviewed by the Family Support Services Manager, to determine whether the approach ensures families leave the service in a more positive way than when they accessed support.</p> <p>Single Point of Access for Children's Emotional Wellbeing and Mental Health (SPACE) wellbeing panels which provide a no wrong door approach to accessing emotional health and wellbeing services are being considered. Investment via the Regional Integration Fund will be required to implement. Further work is being undertaken to implement a local early help panel to ensure families access support in a timely way.</p>	<p>Family Support Worker roles to adapt their approach and to be more short term intensive focussed, to enable families to leave the service in a timely way.</p> <p>Regional SPACE wellbeing panel and local early help panel to be implemented so there is 'no wrong door' for access to the right prevention and wellbeing services.</p>

Code	Commitment	Status	Progress this period	Next Steps
WBO1.1.2	Help communities become more resilient, so more people will find help / support they need in their community. (SSWB)	AMBER (Adequate)	Quarter 3: Adult services have implemented an Early Intervention and Prevention Hub which continues to develop and embed. The recruitment to a post within the management structure has added additional opportunities to support staff in implementing the strengths-based practice model in their day-to-day conversations with individuals. The working relationship with local community coordinators continues to strengthen.	Recruit to vacant posts. Continue working and developing staff skills and knowledge within Early Intervention and Prevention Hub.
WBO1.1.3	Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring (SSWB)	GREEN (Excellent)	Quarter 3: The Prevention and Wellbeing Service is actively supporting 510 young carers. One of the Young Carer Ambassadors has played a pivotal role in the development of the Bridgend Young Carers Network providing valuable support in various and diverse capacities. Currently, the network is collaborating with existing Young Carer Ambassadors while actively recruiting additional ambassadors to help expand the network and contribute to the planning of the next event. In relation to the Bridgend Carers Wellbeing Service, number of referrals received - 144, supported carers - 333, signposted – 1168, and provided information, advice and assistance to - 718. 30 referrals to BCBC for full carers assessments. The service continues to meet needs based on volume of engagement. During Q3 our partnership with Cwmpas saw work with carers and partners to record the powerful connected carers song called "Who Cares?". There has been an additional 4 Connecting Carers sessions, with opportunities now in Bridgend, Maesteg, North Cornelly, Porthcawl in addition to the existing Brackla and Bettws programmes.	Young Carers Network Group to increase the number of Young Carer Ambassadors. To create a series of short advocacy films for schools aimed at staff. Develop the relationships with young carers and adult and parent carers groups. . Continue to grow the use of co-productive approaches to inform community opportunities. Any learning developed from the social innovation approach being progressed could be beneficial for other service review processes. Understand impact in reduction of Shared Prosperity Funding for future years which will impact on the work stream.
WBO1.1.4	Improve Children's Services by delivering the actions in our three-year strategic plan (SSWB)	YELLOW (Good)	Quarter 3: Governance and oversight arrangements continue. Action plan was last presented at Cabinet Corporate Parenting Committee in January 2025. Good progress has been made to increase workforce stability. This means there is now less than 10% agency in children's social work teams. This improvement has been made by strong leadership of a range of actions to improve retention and recruitment including focus on good practice levels of social work caseloads, supportive management, a clear practice model, social work support officers, 'grow our own' social workers, international recruitment and enhanced marketing capacity. A Workforce Planning and Performance Board chaired by the Director is overseeing work to both continuously improve performance and plan the workforce of the future. Signs of Safety continues to be embedded across the service. This is having a positive impact on outcomes with reductions in Child Protection Numbers and Care-experienced children.	Continue to implement and monitor the three year plan.
WBO1.1.5	Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce (SSWB)	YELLOW (Good)	Quarter 3: Approval by Cabinet and ongoing monitoring mechanisms in place.	Robust monitoring and reporting arrangements developed to oversee progress against the plan at a senior level in the directorate. This includes the Financial Recovery Board and, the Social Services Improvement Board. The next quarter should see the reduction in current spending levels and a formal evaluation of the operating model. Adults weekly quality assurance outcomes panel continues to establish trends and practice development needs and actions taken when appropriate.
WBO1.1.6	Change the way our social workers work to build on people's strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential (SSWB)	YELLOW (Good)	Quarter 3: Citation of the practice models for Adult Social Care and Children and Family Services included within monthly Quality Assurance (QA) has been monitored and triangulated within thematic meetings between the QA officer and social work management teams. This has led to an increase in citation of the respective practice model's and identification of gaps in how feedback is captured in a meaningful way.	Creative approaches to evaluation that capture the voices of individuals are being explored. A test team within Children and Family Services that will gather individual's stories of change and experience is being developed with the support of the DEEP Insight Collective* via Social Care Wales. Meaningful, qualitative questionnaires developed from evidence-based resources are also being tested within Adult Social Care teams to offer individuals alternative opportunities to share their views and feelings.
WBO1.1.7	Address the gaps in social care services such as care and support at home,	AMBER (Adequate)	Quarter 3: We have undertaken an accommodation mapping exercise across Adult Social Care, the findings of which were reported to a members briefing session in January 2025. This briefing included findings/gaps in provision, as well as proposals	Following the Member Briefing in Jan 25, we will consider feedback received from the Member briefing and be reporting to Cabinet in March 25, seeking approval to further scope out,

Code	Commitment	Status	Progress this period	Next Steps
	specialist care homes for children and adults and recruiting more foster families (SSWB)		moving forward, broken down into short, medium and longer-term timeframes. A draft Children and Families Placement Commissioning strategy has been submitted to Welsh Government and has been presented to Cabinet and Corporate Management Board (CCMB). A business justification case has been endorsed approving initially 2 homes, the acquisition of one home is underway and a fostering programme board is set up and will focus on recruitment, retention, and support foster carers.	and develop options appraisals and business cases (as required) for the proposals identified as part of the review. To continue to develop and mobilise children's residential as set out in the business justification case and secure any capital and revenue available to support growth and establish the board.
WBO1.1.8	We will ensure that children and families access support from the right service at the right time with the aim of preventing their needs from escalating (SSWB)	YELLOW (Good)	Quarter 3: Early Help is now part of Social Services and Wellbeing. We have already seen improved working between hubs due to better alignment to practice models. This has increased opportunities for step down cases into Early Help following statutory services	Continue to look at referral routes into Early Help and preventative services to ensure families access No Wrong Door.

WBO1.2: Supporting people in poverty to get the support they need / help they are entitled to

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED43 CP WBO1.2	Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances. (CEX) Higher Preferred	92%	85%	96%	85%	96%	90%	↑	Quarterly Indicator Target Setting: Target set to maintain good performance. The 'drop in' and 'outreach' approach is proving positive in people coming forward for support early and therefore improving outcomes. Performance: Target achieved. The service continues to see high numbers of residents requiring financial support. This period the service has seen an increase in clients migrating over to Universal credit and needing support with making the initial claim thus ensuring they are claiming the correct entitlement
CED44 CP WBO1.2	Percentage of people supported through FASS who have received advice and support in managing or reducing household debt. (CEX) Higher Preferred	93%	85%	88%	85%	90%	92%	↓	Quarterly Indicator Target Setting: Target set to maintain good performance. The 'drop in' and 'outreach' approach is proving positive in people coming forward for support early and therefore improving outcomes. Performance: Target achieved. Debt remains a priority service in general. CAB have seen a rise in both council tax arrears and credit card debt in the last six months, with 90% of individuals supported to reduce their debt or put plans in place to manage the debt. Performance is slightly down compared to the same period last year; however, the target has been exceeded, and due to the nature of this indicator this doesn't reflect a decline in the performance of the service. CAB can only support and advise those who actually want help, and not all individuals who engage in their support will follow the process through to be recorded as a positive exit outcome

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.2.1	Support eligible residents to receive financial help through the Council Tax Reduction Scheme. (CEX)	GREEN (Excellent)	Quarter 3: Council Tax Reduction (CTR) is promoted via the Council's website and in the notes of every Council Tax demand notice. The Service offers numerous ways of applying for CTR, including via Universal Credit claims, digital and paper claims, and supports the most vulnerable through home visits. The average time taken to process a new claim for CTR is currently 19 days. Bridgend CBC has been invited to participate in Welsh Government's Local Authority Benefit Take-up Pilot. They have committed to funding a 12-month use of a data analytical tool, to assess the extent it helps in identifying unclaimed benefits. During the pilot, up to 12 local authorities will be able to use the tool to interrogate their datasets in order to identify residents who are missing out on their entitlements to financial support. The local authority will be able to undertake targeted campaigns at key points in the year where they contact residents encouraging them to claim their entitlements.	

Code	Commitment	Status	Progress this period	Next Steps
WBO1.2.2	Raise awareness of financial support available to residents (CEX)	GREEN (Excellent)	Quarter 3: The Citizens Advice Bureau (CAB) continued provision of FASS (Financial Assistance and Support Service) into the new contract term, following the re-tender completed in Q2. Service provision without disruption for the end user has remained in place to ensure the best outcomes are achieved. See CED43 and CED44 (above) for FASS performance in Q3.	

Page 32

WBO1.3: Supporting people facing homelessness to find a place to live

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DOPS39 CP WBO1.3	Percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. (CEX) Lower Preferred	29%	10%	21.9%	10%	25.9%	30%	↑	Quarterly Indicator Target Setting: Target set to see reduction in the number who fall into the final legal duty category. This is where initial measures to relieve their homelessness within 56 days have failed. Performance: The duty to accommodate everyone that presents as homeless and in need of emergency accommodation continues to result in a higher number of final duties being accepted. Due to the housing crisis, housing need outweighs stock in the social housing sector, together with the private housing sector still largely being an unfeasible solution due to high market rental costs, homelessness prevention and relief continues to be hindered as a result. Complexities of those we support remains a challenge which often means we are unable to prevent or relieve homelessness as there is multi agency input required to achieve settled accommodation or supported accommodation which is again in a demand which outweighs provision. During Q3 448 homeless applications were taken, 406 were taken in the same period in 2023 which demonstrates the continued increase in persons presenting to the authority.
PAM/012 (DOPS15) CP WBO1.3	Percentage of households threatened with homelessness successfully prevented from becoming homeless. (CEX) Higher Preferred	11%	20%	22.1%	20%	24.7%	11%	↑	Quarterly Indicator Target Setting: Target set at realistic level considering the Welsh Government legislative changes in terms of priority need which has a significant impact on number of households included in this measure. Performance: Target achieved

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.3.1	Continue to improve our housing and homelessness service to reduce homelessness across the borough through implementation of the agreed action plan (CEX)	YELLOW (Good)	Quarter 3: Monthly meetings take place with Registered Social Landlord (RSL) development teams, working collaboratively to increase affordable housing supply in the Borough. Development can change frequently throughout the 3 year programme. Current allocation of Social Housing Grant is £34,891,388 with additional schemes to be brought forward. In addition to the primary capital programme, additional affordable homes were acquired through £3.8 million Transitional Capital Grant funding. A third property is in the process of being purchased.	

WBO1.4: Supporting children with additional learning needs to get the best from their education

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS170 CP WBO1.4	Percentage of new local authority individual development plans (IDPs) delivered using the online IDP system. (EEYYP) Higher Preferred	New 24-25	100%	0%	100%	0%	New 24-25	New 24-25	Quarterly Indicator Target Setting: All IDPs should be transferred to the new IDP system at the earliest opportunity to ensure adherence to the Additional Learning Needs and Education Tribunal (Wales) Act. Performance: A live trial of the online IDP has taken place which identified some system issues meaning we are currently unable to extract IDPs from the system. Work is ongoing with Gwynedd Council to address these issues before implementing a new process across all schools and settings. Further roll-out to schools will progress during the spring term.
DEFS171 CP WBO1.4	Number of pupils on the waiting lists for specialist provision. (EEYYP) Lower Preferred	23	10	13	15	30	23	↓	Quarterly Indicator Target Setting: Placing pupils in specialist provision at the earliest opportunity ensures that all of their educational needs are met. Throughout the year the waiting lists may fluctuate as pupils can be added at any time. We aim to see a trend of decreasing numbers on the waiting list over time. This target is the end-of-year target. Performance: Waiting lists have increased from Q2 due to an increase in the requirement for specialist provision. An Access to Education Panel took place in December 2024 and a total of 32 pupils were referred for discussion. 21 pupils were identified for specialist provision and added to waiting lists. Four pupils that were placed on the waiting list at the last meeting have now been offered provision. Officers continue to look for solutions of support to maintain current placements wherever possible.
DEFS172 CP WBO1.4	Percentage of year 9 pupils with Additional Learning Needs (ALN) with a transition plan in place, that have had an annual review by 31 March of each current school year.(EEYYP) Higher Preferred	New 24-25	100%	Annual Indicator - To be reported at quarter 4 (Q4)					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.4.1	Implement the online IDP (Individual Development Plan) system for local authority and school-based IDPs (EEYYP)	RED (Unsatisfactory)	Quarter 3: A live trial of the online IDP system has taken place. Some system issues were identified meaning IDPs cannot be issued from the system and work is ongoing with Gwynedd Council to address this. Further roll-out to schools will progress during the spring term. Full implementation of the system has been delayed by this work but we continue to enter data into the system.	We will continue to work with Gwynedd Council to overcome some system issues before implementing a new process across all schools and settings. Once all IDPs are stored on the Gwynedd system, we will provide access to the Education Engagement Team to develop online personal education plans (PEPs) for care-experienced children.
WBO1.4.2	Develop a five-year plan to meet increasing demand on support services, specialist provision and schools (EEYYP)	YELLOW (Good)	Quarter 3: The Additional Learning Needs (ALN) capacity analysis is in progress, and the final placement panels are ongoing. These will determine the needs of the children and whether specialist provision is required. The first draft plan has been prepared but we are awaiting the ALN capacity and analysis data to complete.	

WBO1.5: Safeguarding and protecting people who are at risk of harm**Performance Indicators**

Page 34

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/003 CP WBO1.5	Children's safeguarding referrals – decision making in 24 hours. (SSWB) Higher Preferred	99.69%	100%	99.93%	100%	99.95%	99.67%	↑	Quarterly Indicator Target Setting: To continue to improve performance and ensure children are protected from harm. Performance: Whilst we are off target, this equates to only 5 contacts out of 10660 which were screened outside of the statutory 24-hour timescale. Performance has improved compared to last year.
CORPB1 CP WBO1.5	Percentage of council staff completing mandatory safeguarding training (e-learning or workbook) (ALL) Higher Preferred	82.73%	100%	81.51%	100%	84.72%	80.03%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role.
SSWB63 CP WBO1.5	Average waiting time (in days) on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) Lower Preferred	16 days	16 days	30 days	16 days	24 days	20 days	↓	Quarterly Indicator Target Setting: To maintain good performance within existing resources. Performance: Best Interest Assessment training has now been completed where 26 BCBC staff attended this training. Allocations will be staggered; however, it is anticipated this will support with reducing the numbers. We also have a full time DoLS assessor starting Monday 3rd February.
SSWB77 CP WBO1.5	Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) Higher Preferred	81.85%	85%	76.47%	85%	77.09%	83.66%	↙	Quarterly Indicator Target Setting: To continue to improve performance and ensure adults are protected from harm. Performance: This continues to be an area we are working on and developing in the team. A process is now in place for weekly updates however timescales have been impacted due to sickness meaning higher allocations for the team and reduced capacity.
SSWB62 CP WBO1.5	Percentage of child protection investigations completed within required timescales (SSWB) Higher Preferred	77.78%	75%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.5.1	Work as One Council to effectively safeguard children and adults at risk (SSWB)	YELLOW (Good)	(SSWB) Quarter 3: The Corporate Safeguarding Board oversees corporate safeguarding performance and reports to CCMB. This ensures there is good and effective information sharing on the key safeguarding issues across the Council including risks and issues that emerge and that can be better managed by working together as one Council. Key activities in quarter 3 include the consideration of the safeguarding risks of cybercrime, significant assurance work following reductions in the child protection register, a focus on school exclusions and associated safeguarding issues. (EEYYP) Quarter 3: A representative from the Education, Early Years and Young People Directorate consistently attends the Corporate Safeguarding Board. Updates have been made to the model School Safeguarding Policy to align with changes made to local authority policy and protocol. Group B and Group C safeguarding training requires review to align with the Social Care Wales training packs developed to ensure that the training is consistent with safeguarding responsibilities set out in legislative framework. A designated safeguarding lead forum has been scheduled for April 2025.	A safeguarding self-assessment tool has been developed and will be implemented across all Council directorates.
WBO1.5.2	Safeguard children, young people and adults at risk of exploitation (SSWB)	GREEN (Excellent)	Quarter 3: The exploitation service will be restructured to increase the offer to children and young people at risk of exploitation. There is a regional strategy in place that is monitored via a regular working group to ensure it is achieving its intended outcomes.	Work with regional partner to implement the regional exploitation strategy and practice guidance.

WBO1.6: Help people to live safely at home through changes to their homes

Performance Indicators

Page 35

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED45(a) CP WBO1.6	The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) for: a) low level access showers Lower Preferred	668 days	210 days	780 days	210 days	807 days	629 days	↓	Quarterly Indicator Target Setting: Backlog of works due to the impact of CV19 is still significantly affecting our ability to improve performance or record a meaningful baseline for each category. Therefore, we will continue to use our original aspiration of 210 days as an initial baseline. Performance: We continue to work through the pipeline of referrals, where referrals have been deemed a priority by occupational therapist these are escalated. Referral dating back to 2020 are currently being certified during the period and significantly impacting PIs. Budget has been brought forward from 2025-26 in order to maintain the completion of referrals within this financial year, as the budget for 2024-25 has been utilised.
CED45(b) CP WBO1.6	b) Stair lifts Lower Preferred	346 days	210 days	541 days	210 days	526 days	325 days	↓	
CED45(c) CP WBO1.6	c) ramps Lower Preferred	694 days	210 days	1,138 days	210 days	1,059 days	455 days	↓	
CED45(d) CP WBO1.6	d) extensions (CEX) Lower Preferred	917 days	210 days	1,221 days	210 days	1,124 days	892 days	↓	
DOPS41 CP WBO1.6	Percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home (CEX) Higher Preferred	98%	98%	100%	98%	99%	96.15%	↑	Quarterly Indicator Target Setting: Target retained. To continue to achieve a positive outcome for grant recipients in living more independently. Performance: A slight downturn in results due to one resident reporting "neither" as a response. The team are attempting to speak with the resident for further clarity

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.6.1	Improve the process and access to grants for older and disabled people who need to make changes to their home (CED)	YELLOW (Good)	Quarter 3: The Disabled Facilities Grant (DFG) Procurement framework is now live. Budget is fully committed to the end of March 2025, including the £500k brought forward from 2025/26. The structure review for the Housing Renewal Team is still ongoing.	

WBO1.7: Support partners to keep communities safe

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED46 CP WBO1.7	Number of instances where CCTV supports South Wales Police in monitoring incidents. (CEX) Higher Preferred	944	944	449	708	736	733	↑	Quarterly Indicator Target Setting: To continue supporting South Wales Police in actively monitoring CCTV incidents across Bridgend County Borough Performance: There were 287 CCTV incidences in Q3 where the CCTV Operatives supported both south Wales Police and local retailers to actively monitor CCTV cameras
CED62 CP WBO1.7	Percentage of Assia service users reporting increased feelings of safety at their exit evaluation. (CEX) Higher Preferred	New 24-25	100%	96.81%	100%	98%	New for 24-25	New for 24-25	Quarterly Indicator Target Setting: New PI – 100% target. Safety planning, targeting hardening and safety measures carried out with all service users throughout support and before exiting the service

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
									Performance: In Q3 100% of adults assessed reported increased feelings of safety. This has improved the overall cumulative figure from 96.81% at Q2 to 98%.
CED63 CP WBO1.7	Percentage of high risk domestic abuse victims / public protection notices received by the service contacted within 48 hours. (CEX) Higher Preferred	New 24-25	100%	100%	100%	100%	New 24-25	New for 24-25	Quarterly Indicator Target Setting: New PI – 100% target. Contact within 48 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target achieved
CED64 CP WBO1.7	Percentage of medium risk domestic abuse victims / public protection notices received by the service contacted within 72 hours. (CEX) Higher Preferred	New 24-25	100%	100%	100%	100%	New 24-25	N/A	Quarterly Indicator Target Setting: New PI – 100% target. Contact within 72 hours is identified best practice (in line with Leading Lights accreditation) Performance: Target achieved
CORPB2 CP WBO1.7	Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (ALL) Higher Preferred	75.54%	100%	75.27%	100%	75.58%	75.14%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO1.7.1	Regionalise the Community Safety Partnership (CSP), creating a single CSP covering the three respective local authority areas, providing strategic oversight for VAWDASV, Contest & Serious Violence (CEX)	GREEN (Excellent)	Quarter 3: Cwm Taf Morgannwg Community Safety Partnership (CTMCSP) Board established, with updates provided in December to the Regional Joint Overview and Scrutiny Committee (JOSC). Delivery mechanisms are being considered.	
WBO1.7.2	Identify children who are more likely to offend and provide them with support to reduce offending behaviour (EEYYP)	YELLOW (Good)	Quarter 3: From September 2024, delivery began of the Weapon Awareness Programme to the Year 7 intake for each secondary school across Bridgend. The Bridgend Youth Justice Service is now linking in with professionals from Community Safety Partnerships and Youth Support Services to raise awareness of the support available and offer wider prevention provision. Bridgend Youth Justice Service currently has reduced case holding capacity due to a recruitment freeze. This has led to children being put on a waiting list for prevention intervention. We are undertaking an analysis of 'no further action' referrals to check suitability for prevention.	

WBO2: A County Borough with fair work, skilled, high-quality jobs and thriving towns

WBO2.1: Helping our residents get the skills they need for work

Performance Indicators

Page 37

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS82 CP WBO2.1	The number of participants in the Employability Bridgend programme going into employment. (COMM) Higher Preferred	366	233	203	174	334	288	Trend not applicable	Quarterly Indicator Target Setting: Target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year therefore targets are not comparable Performance: On Target

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.1.1	Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners, including in people and skills, supporting local businesses, and developing communities and place (COMM)	GREEN (Excellent)	Quarter 3: Finance have undertaken Q3 spend reviews with all leads and received predicted spend figures. Restructure processes are underway where required and Cabinet Corporate Management Board (CCMB) have determined the way forward for the programme for the resources available in 2025-26. Additional offsetting of Social Services and Wellbeing Directorate spend with UKSPF (Shared Prosperity Funding) has been maximised where eligible and compliant.	
WBO2.1.2	Employability Bridgend will work with funders and partners, including the Inspire to Work Project to deliver a comprehensive employability and skills programme (COMM)	GREEN (Excellent)	Quarter 3: Programme has signed up 304 participants in quarter, for a total of 1,657 participants against a target of 1,469 and is supporting with training, volunteering and employment. We signpost as appropriate to or collaborate with other services and projects as appropriate. Bridgend Employability Network continues to hold monthly meetings with approximately 100 members representing organisations from across the spectrum that operate in Bridgend to inform and develop referral pathways and collaborative opportunities. The Marketing and Engagement team is well established and successful with promoting employability.	

WBO2.2: Making sure our young people find jobs, or are in education or training

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS80 CP WBO2.2	Number of participants in the Employability Bridgend programme supported into education or training (COMM) Higher Preferred	76	409	339	306	554	73	Trend not applicable	Quarterly Indicator Target Setting: Target set to maximise use of funding secured for that year. Funding arrangements can vary from year to year therefore targets are not comparable Performance: On Target
PAM/046 CP WBO2.2	The percentage of Year 11 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. (EEYYP) Lower Preferred	1.4%	1.5%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.2.1	Increase employment and training opportunities in the County Borough for young people aged 16 to 24 years old (COMM)	RED (Unsatisfactory)	Quarter 3: We do not have Youth Guarantee monies anymore so no specific Youth focussed work takes place.	This commitment is to be removed for 25-26
WBO2.2.2	Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers (SSWB)	GREEN (Excellent)	Quarter 3: There has been significant progress in reduction of agency social workers. The managed team has been stepped down in children's social care and agency social workers are now less than 10% of the social work workforce. This has been achieved through improved retention and recruitment, workforce planning such as growing our own social workers and international recruitment.	Focus on retention and wellbeing, particularly in the small number of teams which experience more challenge than others in workforce retention.
WBO2.2.3	Bridgend Music Service will further develop links with partners to explore income generation opportunities and broaden the learning offer where appropriate. (EEYYP)	GREEN (Excellent)	Quarter 3: Three Music Service pupils have been accepted into the National Youth Orchestra of Wales. Additionally, two pupils have secured reserve places in the National Youth Choir of Wales and the National Youth Orchestra of Wales. BBC National Orchestra of Wales (small selection of players) have confirmed that they will visit Bridgend Music Service in May 2025 to deliver two concerts to pupils. A new website 'High Standards and Aspirations for All' has been launched with a range of resources, guidance materials and case studies to support schools to develop their provision for teaching, including literacy. The Bridgend Music Service supported the Council's carol concert in December 2024. Their longstanding involvement in this event continues to enhance the festive atmosphere and showcase the talent and dedication of the musicians and staff.	

WBO2.3: Improving our town centres, making them safer and more attractive

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.3.1	Deliver £1.3m of Transforming Towns investment across our town centres in partnership with Welsh Government over the next two years to improve the economic sustainability of our town centres (COMM)	GREEN (Excellent)	Quarter 3: The current programme for Transforming Towns will run until March 2025, when a new programme has been announced. The fund continues to be available for commercial and residential enhancements within our town centres, with over £250k work of enhancements currently underway across our towns. The availability of commercial property grants has continued to be marketed during Q3, with some feasibility finance available for projects in the Valley areas. Significant consultation has been undertaken on the new placemaking strategies for Maesteg and Porthcawl which should attract additional interest in the funding available through the commercial premises grant.	

WBO2.4: Attracting investment and supporting new and existing local businesses

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.03 CP WBO2.4	Number of businesses receiving support through Shared Prosperity Funding (COMM) Higher Preferred	25	21	24	15	33	13	↑	Quarterly Indicator Target Setting: This is the final year of the funding so will attempt to maximise the benefits locally where possible. Performance: On target
DCO23.04 CP WBO2.4	Number of business start-ups assisted. (COMM) Higher Preferred	219	53	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.4.1	Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy (COMM)	GREEN (Excellent)	Quarter 3: A total of 49 start up grants have been awarded by the end of Q3. The grant is now open all year and signposting to other organisations is given so that the required business plan and cashflow forecast are supported by Business Wales. Support has been provided from UK Steel Enterprises to enhance the start-up grant and it is expected that the grant will be of interest to former TATA, and TATA supply chain, employees. By the end of Q3 24-25 the team have delivered a total of 23 business development grants and 8 business feasibility grants. The grant panel meetings continue to be held regularly to ensure the best support is offered to applicants and maximise the number of grants awarded within timescales. The grant panel is a useful mechanism to ensure that discussion on all grants available to businesses and other enterprises takes place to ensure the best support is offered. Both commissions are coming to a close at the end of March. Both are on target for completion of all targets in line with funder requirements and compliance.	Workshops will continue in Q4 24-25
WBO2.4.2	Work with the Cardiff City Region (CCR) and its 10 local authorities to transition to the Corporate Joint Committee (CJC) and to continue to work regionally on strategic planning, transport and economic development. (COMM)	GREEN (Excellent)	Quarter 3: Work continues with the Corporate Joint Committee (CJC) including working on the regional transport plan which was completed in December. Monthly meetings of the Regional Economic Directors Forum monitor this work and communicates with the CJC on its strategic vision.	

WBO2.5: Making the council an attractive place to work

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED50 CP WBO2.5	Number of sign up of new subscribers to the staff extranet (CEX) Higher Preferred	0	Baseline	0	Baseline	0	0	↔	Quarterly Indicator Target Setting: The staff extranet site is in its final test phase with the initial pilot being initiated in July 2024 prior to all staff roll out, where baseline data can be captured. Performance: Following the initial proof of concept not meeting the necessary threshold, we are considering next steps and options.
CED29(a) CP WBO2.5	The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal. Higher Preferred	35%	42%	Annual Indicator - To be reported at Q4					
CED29(b) CP WBO2.5	b) I am satisfied with BCBC as an employer Higher Preferred	66%	74%	Annual Indicator - To be reported at Q4					
CED29(c) CP WBO2.5	c) Working here makes me want to perform to the best of my ability. Higher Preferred	73%	79%	Annual Indicator - To be reported at Q4					
CED29(d) CP WBO2.5	d) I feel that BCBC values its employees ideas and opinions Higher Preferred	39%	48%	Annual Indicator - To be reported at Q4					
CED29(e) CP WBO2.5	e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? (CEX) Higher Preferred	85%	86%	Annual Indicator - To be reported at Q4					
CED49(a) CP WBO2.5	Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work. Higher Preferred	67%	71%	Annual Indicator - To be reported at Q4					

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED49(b) CP WBO2.5	b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives. (CEX). Higher Preferred	50%	54%	Annual Indicator - To be reported at Q4					

Annual Indicator - To be reported at Q4

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.5.1	Improve the Council's culture as an employer, offering fair work opportunities to current and potential employees. Use the views of our workforce to make improvements, develop and motivate employees and improve staff retention (CEX)	AMBER (Adequate)	Quarter 3: We continue to offer fair work opportunities to current and potential employees. During Q3 the council has attained Disability Leader (Level 3) status. The council continues to encourage self-care through its Health and Wellbeing agenda with a number of staff network groups taking place, such as Disability, Menopause and Welsh Language. Recruitment activity took place during Q3 for a further three apprenticeships to join the council during Q4. The workforce planning e-learning is under review together with the development of an introductory video. It is envisaged this will be completed by the end of the financial year.	Complete the workforce planning e-learning module and roll out to staff at the end of the financial year. Continue to work on the internal communication between staff by sending regular communications about e-learning, health and wellbeing, further education, various HR workshops etc.

WBO2.6: Ensuring employment is fair, equitable and pays at least the real living wage

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED54 CP WBO2.6	Number of real living wage employers identified (CEX) Higher Preferred	250	255	Annual Indicator - To be reported at Q4					

Annual Indicator - To be reported at Q4

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO2.6.1	Encourage employers to offer growth/training options to employees (CEX)	BLUE (Completed)	Quarter 3: We are continuing to ask our bidders if their staff are trained and kept up to date with relevant training in order to fulfil their roles within the organisation. We believe this is very important to ensure the contracted work is carried out safely, professionally and to a high standard. It is now a standard practice in Procurement to ask if bidders offer apprenticeships via our contracts if appropriate to do so.	

WBO3: A County Borough with thriving valleys communities

WBO3.1: Investing in town centres, including Maesteg town centre

Performance Indicators

Page 41

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.01 CP WBO3.1	Number of commercial properties assisted through the enhancement grant scheme (COMM) Higher Preferred	4	2	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.1.1	Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids (COMM)	GREEN (Excellent)	Quarter 3: A report was taken to Scrutiny in July 2024 to consider the stakeholder consultation completed in the development of the strategy. Final Draft of the Placemaking Plan has been developed and will be formally approved prior to March 2025.	
WBO3.1.2	Develop a commercial property enhancement grant for all valley high streets, to make them look better and bring properties back into commercial use (COMM)	GREEN (Excellent)	Quarter 3: Commercial property grant is supported by the Shared Prosperity Funding (SPF) and will run until March 2025. A summary of projects and successes will be reported at the end of the year, in line with SPF reporting protocols.	

WBO3.2: Creating more jobs in the valleys

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.2.1	Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities (COMM)	AMBER (Adequate)	Quarter 3: Project development across the valleys areas will need to be supported by external funding, development of projects is currently being supported through SPF projects.	Identify appropriate external funding streams, to enable bids to be developed.
WBO3.2.2	Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys (COMM)	AMBER (Adequate)	Quarter 3: Discussions still on-going with Northern Valleys Gateway Initiative (NVI). Discussions started with CCR in relation to accessing funds through the NVI programme in 2023 and nearly 2 years later funding still has not been released to the Council through CCR to progress the development of much needed business units in the Valleys.	Continue to work with CCR for the Northern Valleys Gateway Initiative to understand which proposals could be suitable to take forward as a new application in spring 2025.

WBO3.4: Improving education and skills in the Valleys

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.4.1	Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmore Vale and Pontcymmer (EEYYP)	GREEN (Excellent)	Quarter 3: The service has achieved the targets set by Welsh Government for the latest phase of expansion (26 children) and five new providers have been recruited to support the ongoing delivery of the Flying Start childcare programme. A proposed delivery plan for the universal expansion of Flying Start childcare (phase three) has been drafted and was submitted to Welsh Government on 13 December 2024. The interim childcare sufficiency assessment closed on 29 November 2024, with almost 1000 parental responses and over 30 provider responses.	
WBO3.4.2	Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places (EEYYP)	AMBER (Adequate)	Quarter 3: The tender process for the opportunity to open a Welsh-medium provision at the Bettws site has concluded and a preferred provider has been identified. The preferred provider has accepted the opportunity and handover of the building is due once the lease agreement has been reviewed by the provider's solicitor. Once the Bettws building is handed over, the local authority will offer support to the provider to register and promote the setting.	A meeting with Mudiad Meithrin and local authority procurement team is planned for January 2025 to discuss the opportunity at Blackmill with the hope that an agreement can be made.

WBO3.5: Investing in our parks and green spaces and supporting tourism to the valleys

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.5.1	Develop a regeneration strategy for the valleys (including Ogmore and Garw Valleys) (COMM)	AMBER (Adequate)	Quarter 3: A Final Draft of the Valleys Strategy is now complete and ready for final review prior to being presented for approval.	Cabinet Approval for the Strategy will be sought in the April.

WBO3.6: Encourage the development of new affordable homes in the valleys

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED55 CP WBO3.6	Number of additional affordable homes provided by Registered Social Landlords (RSLs) in the Valleys (CEX) <i>Higher Preferred</i>	2	20	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO3.6.1	Promote and encourage the development of new social housing in the valleys (CEX)	YELLOW (Good)	Quarter 3: Valley development continues to be promoted and is discussed in monthly meetings with Registered Social Landlords (RSLs). There are currently 5 schemes committed in the current development programme across the three valley areas with further schemes designed for future years. (Also refer to update under WBO7.6.1)	
WBO3.6.2	Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner (COMM)	YELLOW (Good)	Quarter 3: The development of 180 new homes is continuing. A sale of the former Ewenny Road Industrial Estate to a housing developer is in the process of being finalised.	

WBO4: A County Borough where we help people meet their potential

WBO4.1: Providing safe, supportive schools with high quality teaching

Performance Indicators

Page 43

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS156 CP WBO4.1	Number of schools judged by Estyn to be in 'significant improvement' or 'special measures'. (EEYYP) Lower Preferred	1	0	1	0	1	1	↔	Quarterly Indicator Target Setting: School support is in place with improvement partners so there should be early support provided to avoid the outcome of any school requiring 'significant improvement' or in 'special measures'. Performance: One school has been removed from Estyn 'special measures' category, while another school has been deemed to require special measures after an Estyn inspection this term. The local authority, alongside improvement partners, will work closely to support the school and develop the post-inspection action plan.
DEFS155 CP WBO4.1	Percentage of schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit. (EEYYP) Higher Preferred	95%	100%	Annual Indicator - To be reported at Q4					
EDU010a CP WBO4.1	The percentage of school days lost due to fixed-term exclusions during the academic year, in: a) primary schools. Lower Preferred	0.024%	0.030%	Annual Indicator - To be reported at Q4					
EDU010b CP WBO4.1	b) secondary schools. (EEYYP) Lower Preferred	0.165%	0.150%	Annual Indicator - To be reported at Q4					
EDU016a CP WBO4.1	Percentage of pupil attendance in: a) primary schools Higher Preferred	91.5%	93.0%	Annual Indicator - To be reported at Q4					
EDU016b CP WBO4.1	b) secondary schools (EEYYP) Higher Preferred	87.9%	90.0%	Annual Indicator - To be reported at Q4					
PAM032 CP WBO4.1	Average Capped 9 Score for pupils in Year 11. (EEYYP) Higher Preferred	361.50	363.00	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.1.1	Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as 'not requiring any follow-up' (EEYYP)	YELLOW (Good)	Quarter 3: The current professional learning compendium from Central South Consortium has a range of professional learning that has been developed through analysis of Estyn recommendations, feedback from school leaders, and analysis of school priorities. A new website has been launched by Central South Consortium with a range of resources, guidance materials and case studies to support schools to develop their provision for teaching, including literacy. During the autumn term 2024, three governor training sessions were delivered by the local authority and Central South Consortium to support them in their roles. The local authority has recently shared individual 'School on a page' (SOAP) documents, which contains high-level information the local authority uses to support schools (in relation to aspects such as, leadership, governance, self-evaluation). These will aid reflection and self-improvement. The first Strategic Partnership Board was established with local authority officers and representative headteachers on 3 December 2024 to assist with self-evaluation processes related to the directorate's strategic plan. These will continue as termly meetings.	

Code	Commitment	Status	Progress this period	Next Steps
WBO4.1.2	Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EEYYP)	GREEN (Excellent)	Quarter 3: All safeguarding audits have concluded. The analysis of the data will be completed by April 2025. The Education Engagement Team continues to provide safeguarding training and support to schools. A review of the safeguarding audit will be completed this year to ensure it is compliant with legislative framework and the requirements of Estyn.	
WBO4.1.3	Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EEYYP)	GREEN (Excellent)	Quarter 3: A presentation was provided to schools at the Digital Leaders Group and Curriculum Development Leaders Group network meeting by TARIAN (South Wales Police, Dyfed Powys Police and Gwent Police cybercrime agencies) offering support for schools with this PREVENT initiative. South Wales Police TARIAN on 'Cyber Choices' offer a staff awareness training opportunity to support learners who have a high cyber capability and could be vulnerable to commit computer misuse act offences. An Online Safety pupil assembly was delivered to Corneli Primary School and was centred around age restriction and age limit of social media apps. Risks and privacy concerns were discussed and presented to all pupils during the session. Recently published guidance on AI will now be used to support headteacher training for AI use, and planning is underway for a professional learning day. The first draft of the Bridgend School's Digital Learning Strategy 2025-2028 has been presented and shared to the Schools' ICT Strategy Group and the Lead Officer for Digital Learning will amend and update the draft policy to reflect the feedback received from the group. Policy framework on AI is being developed for schools to tailor policy around the use of AI in school. The draft policy will support the BCBC interim policy for AI tool requests by schools. The Lead Officer for Digital Learning is part of group developing and consulting on this framework.	
WBO4.1.4	Improve the digital offer to young people, including youth led interactive website (EEYYP)	YELLOW (Good)	Quarter 3: The youth support social media presence is growing weekly with posts now reaching over 1000 people through both Facebook and Instagram. The 'Your Voice' digital forum has now concluded with a current total of 790 participants. Staff from the Children's Rights and Participation Team will now work with our Youth Councillors to develop a report identifying the main themes and issues from the data received. The website pages continue to be remodelled, alongside support from our Young Editors Group, and now includes representation of our third sector group - Bridgend Youth Matters.	

WBO4.3: Expanding Welsh medium education opportunities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS138 CP WBO4.3	Percentage of Year 1 learners taught through the medium of Welsh.(EEYYP) Higher Preferred	8.56%	8.7%	Annual Indicator - To be reported at Q4					
DEFS157 CP WBO4.3	Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4. (EEYYP) Higher Preferred	6.62%	7.16%	Annual Indicator - To be reported at Q4					
DEFS158 CP WBO4.3	Number of learners studying for Welsh as a second language. (EEYYP) Higher Preferred	11	20	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.3.1	Deliver the actions in the Welsh in Education Strategic Plan (WESP) (EEYYP)	GREEN (Excellent)	Quarter 3: A series of termly groups such as baby massage, baby yoga and Welsh Rhymetime sessions are now held in Maesteg, Y Sarn, Bridgend Town and Pyle. A new online booking system is in place so that new parents are able to enrol. Cymraeg i Blant is now holding sessions in Porthcawl to support the growth in Welsh-medium education in readiness for the childcare hub and seedling school. Since September 2024, four pupils have received 'after-care' support and three pupils are receiving support to return to Welsh-medium education. 100% of schools are now engaged with Siarter Iaith and the Siarter Iaith Cymraeg Campus.	

WBO4.4: Modernising our school buildings

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.4.1	Enlarge Ysgol Gymraeg Bro Ogwr to a 2.5 form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 3: The Cabinet Secretary for Education has approved the revised Outline Business Case, and Council approval has been received for the additional capital funding required to deliver the school. The pre-application consultation (PAC) process has been delayed due to establishing the extent of active travel associated with the scheme to inform the PAC. Ecology issues on site are impacting on the timing of undertaking further site investigation works. The ecologist has confirmed that such works can be undertaken in the spring. The design team continue to make process in terms of the detailed design.	The pre-application consultation process ahead of submitting a planning application will commence in respect of Ysgol Gymraeg Bro Ogwr.
WBO4.4.2	Provide a new-build for Mynydd Cynffig Primary School (EEYYP)	AMBER (Adequate)	Quarter 3: The Cabinet Secretary for Education has approved the revised Outline Business Case, and Council approval has been received for the additional capital funding required to deliver the school. The planning application has been submitted to Planning Department and we are awaiting the outcome of this process. The ground investigation report for Mynydd Cynffig Primary School has been received and no major issues were identified.	The planning application will be considered. Feasibility will commence for the active travel improvements identified for the area. Cabinet approval will be sought to tender the scheme, and to modify the opening date (currently September 2025).
WBO4.4.3	Enlarge Ysgol y Ferch o'r Sgêr to a two form-entry new-build school. (EEYYP)	RED (Unsatisfactory)	Quarter 3: Welsh Government has concluded their review of the scheme, and Cabinet Secretary approval has been received to transition to capital. RIBA stage 3 and 4 design is complete. The planning application was not submitted whilst Welsh Government considered funding mechanism.	The planning application will be submitted in February 2025.
WBO4.4.4	Provide a new two-form entry English-medium school to replace the existing Afon Y Felin and Corneli Primary Schools. (EEYYP)	RED (Unsatisfactory)	Quarter 3: Welsh Government has concluded their review of the scheme, and Cabinet Secretary approval has been received to transition to capital. RIBA stage 3 and 4 design is complete. The planning application was not submitted whilst Welsh Government considered funding mechanism.	The planning application will be submitted in February 2025.
WBO4.4.5	Relocate Heronsbridge School to a new-build 300-place school (EEYYP)	AMBER (Adequate)	Quarter 3: Council has approved the additional funding required to deliver the school. The multi-disciplinary design team has commenced drafting the tender documentation.	The scheme will be tendered via the South East and Mid Wales Collaborative Construction Framework (SEWSCAP4) in early 2025.

WBO4.5: Attract and retain young people into BCBC employment

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED56 CP WBO4.5	Percentage of those concluding apprenticeships and obtaining a non-apprentice role. (EEYYP) Higher Preferred	90%	90%	Annual Indicator - To be reported at Q4					
DOPS36 CP WBO4.5	Number of apprentices employed across the organisation. (EEYYP) Higher Preferred	46	20	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.5.1	Work with local schools to promote the Council as an employer and promote apprenticeships (CEX)	YELLOW (Good)	Quarter 3: Learning and Development (L&D) continue regular engagement with schools to promote apprenticeships and the Council as an employer via the termly Directors Report, and to offer their services in attending options days/evenings, run presentation/talks and workshops to schools via the monthly Monday News Shot from the Director. During Q3 we have visited schools to deliver talks on apprenticeships and conducted workshops with pupils i.e. where to look for apprenticeship roles, completing application forms and interviewing skills (Cynffig Comprehensive School in November). We also attended options evenings with Year 11 at CCYD, as well as a Careers Fair and Options Evening at Maesteg Comprehensive School.	

WBO4.6: Offering youth services and school holiday programmes for our young people

Performance Indicators

Page 46

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB66 CP WBO4.6	Participation in targeted activities for people with additional or diverse needs (SSWB) Higher Preferred	357	400	210	300	328	282	↑	Quarterly Indicator Target Setting: Increased external funding available Performance: Currently establishing baseline in order to assess the effectiveness of this service and what it includes. This will help set a benchmark for 2025-2026.
SSWB67 CP WBO4.6	Participation in the national free swimming initiative for 16 and under (SSWB) Higher Preferred	19,659	16,000	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.6.1	Make our leisure and culture programmes more accessible to children with additional needs (SSWB)	YELLOW (Good)	Quarter 3: Step Up and Step Down programme continues to support families who fall outside statutory services. There are 74 active family referrals (not individuals) with 17 new family referrals in. 40 individual referrals have been transitioned on to community opportunities with 13 families being supported with community exit routes with the support of 24 community partners.	To work closely with early help and children's disability transition team to ensure there is no duplication and a clear menu of support at the front door.
WBO4.6.2	Enlarge the Food and Fun Programme for summer 2024 (EEYYP)	BLUE (Completed)	Quarter 3: Six Food and Fun Programme schemes operated in the first three weeks of the summer holidays 2024. The programmes included a wide geographical spread across the county borough and include a Welsh-medium school. In total, 213 children benefitted from attending. An evaluation of this year's programme is underway in order to report back to the Welsh Local Government Association (WLGA). Promotion of the scheme for next year will continue into the spring term. Job descriptions for the roles are being re-written to ascertain whether the enhanced expectations for the programme to be school-run impact the pay grades for the two Food and Fun Programme delivery posts. An options paper is in the process of being prepared to consider how barriers to schools' participation could be reduced or removed.	

WBO4.7: Work with people to design and develop services

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.7.1	Work co-productively with people to develop their own solutions (SSWB)	YELLOW (Good)	Quarter 3: Positive network development has continued in Q3 including opportunities for people with disabilities and additional needs through the BING along with the young carers network and partnership working with Bridgend Carers, BAVO, Tu Vida and Cwmpas to strengthen joined up working. 57 organisations supported to develop or deliver prevention opportunities' focusing on "what matters". 43 individuals attending network meetings. 185 people with increased knowledge of the services available to them (locally). 171 people reporting increased social connections. 2 ambassadors forums have taken place, with planning for a young carers network event to be held in Q4. Currently supporting 113 care experienced children/young people and their households to access health and wellbeing opportunities.	Continue to engage with both people with lived experience and stakeholders to shape services and improve effectiveness.

WBO4.9: Being the best parents we can to our care experienced children

Performance Indicators

Page 47

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CH/052 CP WBO4.9	Percentage of care leavers who have experienced Homelessness during the year. (SSWB) Lower Preferred	7.17%	10%	4%	10%	6.44%	4.48%	↓	Quarterly Indicator Target Setting: To maintain performance. Performance: There continues to be significant challenges within housing currently which is impacting upon provision of accommodation and access in a planned way to safe and suitable accommodation. Work is underway not only in respect of Signs of Safety to improve family connections to prevent homelessness, but also via a move on panel to plan ahead for care leavers and support them to access appropriate accommodation.
SSWB48a CP WBO4.9	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the: a) 12 months since leaving care Higher Preferred	68.97%	70%	56.25%	70%	61.54%	71.43%	↓	Quarterly Indicator Target Setting: To continue to improve performance. Performance: Focus remains on improving this area and work towards achieving our target. Inspire continue to have involvement in the development of Pathway Reviews for young people approaching adulthood. The Web Resource is now up and running and is available for young people between 15 and 26. Next steps will involve pushing forward on plans with HR to support young people with applications.
SSWB48b CP WBO4.9	b)13-24 months since leaving care. (SSWB) Higher Preferred	57.69%	65%	71.43%	65%	77.27%	60%	↑	Quarterly Indicator Target Setting: To continue to improve performance Performance: On target.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO4.9.1	Give care experienced children love, care, safe homes to live in and opportunities to try new activities, gain new skills and fulfil their potential working across the Council and partners (SSWB)	YELLOW (Good)	Quarter 3: There are new Group Managers in both Fostering and Case Management and Transition. Collectively they will work together to ensure some of the activities identified in the Corporate Parenting strategy are embedded. The development of the Corporate Parenting Performance Framework will also ensure that partners are held to account in regards to their support for care experienced children The Youth forum continues to meet regularly with the support from Tros Gynnal Plant Cymru. The Corporate Parenting Officer brings the themes of these to Corporate Parenting for the board to consider within that forum and next steps. We continue to work with partners to ensure they discharge their corporate parenting responsibilities.	Review performance framework to ensure oversight of actions and next steps to improve outcomes for care experienced children
WBO4.9.2	Work with partners to deliver improved outcomes for care experienced children through the delivery of actions in the corporate parenting action plan and informed by the views of our children and young people (SSWB)	YELLOW (Good)	Quarter 3: Performance Framework and Action plans were developed in Corporate Parenting meeting in December. This will enable the board to hold partners to account moving forward.	Embed performance framework to ensure it identifies actions and next steps to improve outcomes for Care-experienced children.
WBO4.9.3	Support the implementation of the Corporate Parenting Strategy in schools. (EEYYP)	AMBER (Adequate)	Quarter 3: A draft action plan has been submitted to the Corporate Parenting Board from the Education Engagement Team. The team have scheduled 'drop in' sessions with the Care-Experienced Children Team to support the educational provision of children looked after. There are current challenges with the reporting abilities on our management information system (that is, Capita One) for children looked after. Work is ongoing to remedy these issues and ensure accurate and appropriate data capture.	The action plan will be approved by the Corporate Parenting Board and we will continue to work with colleagues to overcome reporting function issues in the management information system.

WBO5: A County Borough that is responding to the climate and nature emergency

WBO5.1: Moving towards net zero carbon, and improving our energy efficiency

Performance Indicators

Page 48

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED57 CP WBO5.1	Levels of nitrogen dioxide (NO ₂) pollution in the air (micrograms per m3) (CEX SRS) Lower Preferred	40.80	40	Annual Indicator - To be reported at Q4					
DCO20.01 CP WBO5.1	Annual Gas Consumption across the Authority – kWh. (COMM) Lower Preferred	21,966,783	20,868,443	Annual Indicator - To be reported at Q4					
DCO20.02 CP WBO5.1	Annual Electricity Consumption across the Authority – kWh. (COMM) Lower Preferred	15,210,536	14,450,009	Annual Indicator - To be reported at Q4					
DCO20.03 CP WBO5.1	Annual CO2 related to gas consumption across the Authority – tonnes. (COMM) Lower Preferred	4,018	3,817	Annual Indicator - To be reported at Q4					
DCO20.04 CP WBO5.1	Annual CO2 related to electricity consumption across the Authority – tonnes. (COMM) Lower Preferred	3,150	2,925	Annual Indicator - To be reported at Q4					
DCO23.05 CP WBO5.1	Reduction in emissions (across our buildings, fleet & equipment, streetlighting, business travel, commuting, homeworking, waste, procured goods and services) (COMM) Higher Preferred	4.3%	5%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.1.1	Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes (COMM)	GREEN (Excellent)	Quarter 3: Carbon Trust has been appointed to support BCBC to review its 2030 strategy. It is anticipated that a draft strategy will be completed in March 2025. The Annual Carbon report was submitted to Welsh Government within deadline.	
WBO5.1.2	Continue work to finalise and implement our Air Quality Action Plan, and start work on the measures to improve air quality along Park Street (CEX)	GREEN (Excellent)	Quarter 3: The Air Quality Action Plan (AQAP) was approved by Cabinet and submitted to Welsh Government in April. The AQAP only has retained measures that we would consider implementing if we are not going to achieve NO ₂ compliance, which has been forecast to be achieved by end of 2026. The Annual Progress Report detailing 2023 data was presented to Cabinet at the October meeting. It is noted that in 2023, monitoring undertaken at 3 sites located on Park Street residential facades exceeded the annual average air quality objective set for NO ₂ . However this represents a reduction in NO ₂ concentrations at these sites.	
WBO5.1.3	Ensure all new build schools meet the requirement for net zero carbon (EYYP)	AMBER (Adequate)	Quarter 3: Each of the five schemes are in stages of design development. However, due to a variety of issues (including, ecology issues, delays in planning approval and funding), the timescales for the five schemes have been impacted. This target will only be achieved following construction of the schools.	Detailed next steps on all schemes is provided in WBO4.4
WBO5.1.4	Invest in energy efficiency improvements to Council buildings including schools (COMM)	AMBER (Adequate)	Quarter 3: The Programme board has allocated funding to the LED replacement programme and solar PV roll out over key opportunity sites, including schools. The Energy Manager has an on-going programme of work in relation to monitoring and responding to key opportunities. Despite no progress being made on launch of a new RE:FIT scheme at a UK level work has progressed to develop the potential scope of assets that may be included in such a programme of work.	Commence the REFIT2 scheme in Spring 2025 in line with the MTFS.

WBO5.2: Protecting our landscapes and open spaces and planting more trees

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.06 CP WBO5.2	Number of blue flag beaches (COMM) <i>Higher Preferred</i>	3	3	Annual Indicator - To be reported at Q4					
DCO23.07 CP WBO5.2	Number of green flag parks and green spaces (COMM) <i>Higher Preferred</i>	2	2	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.2.1	Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of our Bridgend Biodiversity Plan (COMM)	GREEN (Excellent)	Quarter 3: The Local Nature Partnership (LNP) continues to be supported by the Climate Change Response Team and we are working to broaden the reach of the LNP through the development of engagement graphic templates, a communication plan (with a focus on engaging farmers/landowners and those not professionally involved with nature), and a dedicated LNP webpage on Visit Bridgend. The team are also developing projects with partners and community groups to include in our Local Places for Nature 2025-27 application.	

WBO5.3: Improve the quality of the public ream and built environment through good placemaking principles

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/018 CP WBO5.3	Percentage of all planning applications determined within 8 weeks or within an agreed period. (COMM) Higher Preferred	68%	80%	60%	80%	70%	68%	↑	Quarterly Indicator Target Setting: Target set in line with national target for good performance Performance: Performance has increased since last quarter. A new Senior Planning Officer was appointed in November to replace someone who was promoted to Principal. An additional temporary planning officer has also been appointed in December. This should assist in further improving performance.
PAM/019 CP WBO5.3	Percentage of planning appeals dismissed. (COMM) Higher Preferred	87%	80%	Annual Indicator - To be reported at Q4					

WBO5.4: Reducing, reusing or recycling as much of our waste as possible

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/010 CP WBO5.4	Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness. (COMM) Higher Preferred	99.8%	99%	99.19%	99%	100%	100%	↔	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: On target

Page 50

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
PAM/030 CP WBO5.4	Percentage of waste collected and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way. (COMM) Higher Preferred	72.78%	70%	70.96%	70%	69.28%	66.82%	↑	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Performance slightly down in Q3 compared to Q2 due to wood waste remaining in storage which will be recycled in Q4, and less green waste collected due to the seasonal green waste service finishing in November. Trend compared to Q3 last year however demonstrates an overall improvement.
PAM/030a CP WBO5.4	Percentage of waste collected by local authorities: a) prepared for reuse Higher Preferred	1.43%	1%	0.49%	1%	0.48%	0.59%	↓	
PAM/030b CP WBO5.4	b) prepared for being recycled Higher Preferred	50.42%	49%	46.85%	49%	48.45%	51.50%	↙	
PAM/030c CP WBO5.4	c) composted or treated biologically in another way. (COMM) Higher Preferred	20.14%	20%	23.62%	20%	20.35%	14.73%	↑	
PAM/043 CP WBO5.4	Kilograms of residual waste generated per person. (COMM) Lower Preferred	119.80 kg	125 kg	59.04 kg	93 kg	88.55 kg	89.86 kg	↑	Quarterly Indicator Target Setting: To maintain the existing targets which remain challenging to achieve Performance: Annual figure showing Q3 below target meaning that less residual waste is being collected overall.
DCO20.05 CP WBO5.4	Percentage of Street cleansing waste prepared for recycling. (COMM) Higher Preferred	41.18%	40%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.4.1	Develop our Future Waste Services Model and seek to improve our recycling rates further in line with Welsh Government targets. We will consult on the options with residents in 2024 (COMM)	AMBER (Adequate)	Quarter 3: A decision was made at 19th November 2024 Cabinet to bring the waste services in house. Fortnightly meetings being held of the Waste Transition Board Chaired by the Leader and Project Manager appointments are progressing. Tender returned for modelling recycling rates and work has commenced and will be consulted on in 2025.	Consultation to be carried out.

WBO5.5: Improving flood defences and schemes to reduce flooding of our homes and businesses

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.08 CP WBO5.5	Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings. (COMM) Higher Preferred	100%	95%	100%	95%	100%	100%	↔	Quarterly Indicator Target Setting: To maintain existing performance Performance: On target

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO5.5.1	Invest in and improve flood mitigation measures throughout our communities to reduce flood risk (COMM)	GREEN (Excellent)	Quarter 3: All schemes subject to funding within Welsh Government Small Scale Grant are now complete and funding from WG has been received. Funding has been applied for through the WG FCERM (Flood and Coastal Erosion Risk Management) Capital Pipeline funding (feasibility) for a catchment wide study of the Nant Cefn Glas in relation to the Bryntirion flooding event in September 2024. Funding requests were submitted in December 2024.	

WBO6: A County Borough where people feel valued, heard and part of their community

WBO6.1: Celebrating and supporting diversity and inclusion and tackling discrimination

Performance Indicators

Page 51

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CORPB3 CP WBO6.1	Percentage of council staff completing Introduction to Equality and Diversity training (E-Learning or workbook).(ALL) Higher Preferred	47.61%	100%	55.09%	100%	61.17%	40.63%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.1.1	Implement the agreed action plan supporting Welsh Government on race equality and LGBTQ+ (CEX)	GREEN (Excellent)	Quarter 3: The commitments from these action plans have been incorporated into our Strategic Equality Plan 2024-2028 (SEP) which was approved in July 2024 and has now been published on our website. Work towards achieving these actions will continue over the next 4-year lifespan of the SEP. The SEP Action Plan has now been agreed by Cabinet Committee Equalities (CCE) in November 2024 and an update on work carried out will be reported to CCE in November 2025.	
WBO6.1.2	Establish new BCBC staff groups for people with protected characteristic (CEX)	GREEN (Excellent)	Quarter 3: There are now two staff network groups established: Menopause and Disability at this time. Staff meet for an hour every month during the working day. Terms of reference have been completed and shared with all staff members within the groups. Information on staff networks is promoted regularly via Bridgenders. Details and promotion of staff networks has also been added to the Staff communication and engagement pages of the intranet. A Welsh Language Forum for staff of all proficiency levels has been established. Attendance levels are growing monthly. Continuing to promote throughout the organisation to maximise take-up.	

WBO6.2: Improving the way we engage with local people, including young people, listening to their views and acting on them

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED58 CP WBO6.2	Percentage of consultation participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused over the last 12 months? (CEX) Higher Preferred	49.4%	50%	Annual Indicator - To be reported at Q4					
CED59(a) CP WBO6.2	Level of engagement (Welsh / English) a) across consultations Higher Preferred	7,946	8,300	Annual Indicator - To be reported at Q4					
CED59(b) CP WBO6.2	b) with corporate communications to residents, using the digital communications platform. Higher Preferred	972,384	972,500	Annual Indicator - To be reported at Q4					
CED59(c) CP WBO6.2	c) across all corporate social media accounts (CEX) Higher Preferred	1,715,802	1,715,900	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.2.1	Review how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive (CEX)	GREEN (Excellent)	Quarter 3: Easy-read version of Budget Consultation is available on the consultation pages (suitable for younger people) with specific question about customer focus and responsiveness. Plans are in place to produce easy read versions for all consultations. The Residents' Survey was made available for people with additional learning needs and request made to Data Cymru that next version of the Residents' Survey should have an easy read option for young people. We continue to invite Bridgend College and Schools to participate in relevant consultations.	
WBO6.2.2	Provide new opportunities for the community to engage with us on our regeneration plans, holding workshops with key stakeholders including town councils, learners and community groups (COMM)	GREEN (Excellent)	Quarter 3: Consultation sessions regularly take place in relation regeneration projects and strategies. Consultation sessions on the Porthcawl Town Centre Placemaking plan took place in Q3 and a consultation on the Regeneration Masterplan for Salt Lake and Sandy Bay will take place in Q4.	

WBO6.3: Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED5 CP WBO6.3	Percentage of first call resolutions (CEX) Higher Preferred	69.17%	75.92%	67.29%	75.92%	69.4%	67.07%	↑	Quarterly Indicator Target Setting: To increase the number of calls resolved at the first point of contact Performance: The number of calls resolved at first point of contact has increased for Q3. The customer service team continue to review this with the relevant service areas to look at ways of improving the way calls are handled.
CED51 CP WBO6.3	Number of online transactions using the digital platform (CEX) Higher Preferred	72,500	72,500	42,392	54,375	61,995	53,834	↑	Quarterly Indicator Target Setting: To increase online transactions by customers to promote channel shift Performance: On Target
CED52 CP WBO6.3	Number of hits/views on the corporate website (CEX) Higher Preferred	3,415,000	3,415,000	1,654,830	2,561,250	2,403,424	2,467,219	↙	Quarterly Indicator Target Setting: To provide a digital option for people wishing to contact and transact with the Council Performance: Visits to the council's website can vary month to month depending on local and UK wide news and events that may affect services.
CORPB4 CP WBO6.3	Percentage of council staff completing Welsh Language Awareness E-Learning. (ALL) Higher Preferred	47.61%	100%	55.04%	100%	60.34%	40.32%	↑	Quarterly Indicator Target Setting: All staff to complete mandatory training Performance: This module is mandatory for all staff. Quarterly non-completion reports are provided to service managers via Directorate L&D Representatives. Responsibility for completion is down to the individual and their manager. This module is promoted for new starters via the Corporate Induction Framework and is not linked to level or role
CED53 CP WBO6.3	Percentage of staff with Welsh language speaking skills (including schools) (CEX) Higher Preferred	26.82%	28%	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.3.1	Continue to evaluate and review the communication options available to ensure information is available to all residents across the borough (CEX)	GREEN (Excellent)	Quarter 3: A review has been undertaken with our software provider to identify areas where we can improve integration across the three platforms. An initial issue that arose in relation to our Welsh consultation platform, has now been resolved. The widget to our digital communication has now been embedded into the MyAccount platform so residents are now able to subscribe to a variety of communication topics such as jobs, general weekly updates etc. easily. The widget for the engagement platform was removed following the issue with the Welsh language and is now in the process of being introduced to ensure residents are also able to see open consultations within their MyAccount easily to encourage engagement and participation. We are now looking at how we can also update our online services to embed these services to again improve communication and engagement with residents.	

WBO6.4: Helping clubs and community groups take control of and improve their facilities and protect them for the future

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO16.8 CP WBO6.4	Number of council owned assets transferred to the community for running (CATs) across the County Borough (COMM) Higher Preferred	7	10	Annual Indicator - To be reported at Q4					
SSWB69 CP WBO6.4	Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) Higher Preferred	395	450	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.4.1	Invest in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)	RED (Unsatisfactory)	Quarter 3: Further Community Asset Transfer (CAT) Capital Fund applications approved (circa £15k) for green improvements and maintenance equipment. The CAT Officer left the authority in October 2024 and the post has been covered on a temporary basis, whilst a recruitment exercise has been undertaken. There has been a successful application to Cabinet for additional CAT Capital Fund top up of £500k, which will enable future CATs to move forward.	Continue the progression of CATs in 25-26 if the budget allocation is agreed by Council.

WBO6.5: Becoming an age friendly council

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO6.5.1	To work towards becoming an accredited Age Friendly Council (SSWB)	YELLOW (Good)	Quarter 3: We continue to work closely with Cwm Taf Morgannwg (CTM) partners and 3rd sector organisations, including the CTM WISE project, working on streamlining health services and the social prescribing pathways, including National Exercise Referral Scheme and the 60+ Active Leisure Scheme. Support has been made to increase community resilience within dementia services. Over 10 voluntary organisations have been supported through grant applications for community projects active in dementia prevention. We celebrated older persons week with cultural and artistic opportunities. These free activities including art workshops, cinema screenings and a silent disco run by our cultural trust Awen.	Continue to be a part of the Welsh Government and Older Persons Commissioners Network to inform local planning and development

WBO7: A County Borough where we support people to be healthy and happy

WBO7.1: Improving active travel routes and facilities so people can walk and cycle

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.1.1	Improve sustainable and active travel choices, including the Metrolink bus facility in Porthcawl, to increase connectivity and greener travel choices (COMM)	BLUE (Completed)	Quarter 3: The Metrolink bus facility was made fully operational in November 2024. The active travel improvements work is now also complete with drop kerb installations installed throughout the borough.	

WBO7.2: Offering attractive leisure and cultural activities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB70 CP WBO7.2	Number of visits by older adults to physical activity opportunities supported (SSWB) Higher Preferred	23,308	23,500	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.2.1	Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust (COMM)	YELLOW (Good)	Quarter 3: The Grand Pavilion Project is continuing to be progressed. We are currently out to tender for a contractor to complete the main package of works.	Award tender at March Cabinet and commence works
WBO7.2.2	Develop an active leisure offer for older adults to improve physical and mental wellbeing (SSWB)	GREEN (Excellent)	Quarter 3: Feel Good for Life wellbeing programme has supported 521 attendances across the borough. Super-Agers community wellbeing activities have supported 132 individuals, including 653 attendances across 43 opportunities. The National Exercise Referral Scheme (NERS) programme has supported 299 new referrals and 138 participants completing a 16-week course. There were 43 referrals for join carer support with 38 participants starting the course and 20 participants completing the course. In relation to pulmonary rehab 32 participants started and 23 completed the course. 10877 60+ attendances across the 5 swimming pools in Bridgend have been supported.	Join up all older adult's initiatives and expand the Older Adult Network to ensure it is representative of relevant people across Bridgend. Move to low-cost offer to ensure sustainability of the free swimming programme and ensure long term participation for the 60 plus, reducing the risk if funding is curtailed.
WBO7.2.3	Maintain performance against welsh public library standards (SSWB)	YELLOW (Good)	Quarter 3: Work has begun to progress a long-term strategy for libraries within Bridgend. Public engagement exercise has been developed in Q3 to go live in Q4, which will inform and support the co-design and shape the long-term library offer for Bridgend. We continue to monitor performance against the Welsh public library standards through quarterly reviews.	Further work with HALO to ensure both Garw and Ogmore Valley libraries are operating in line with Welsh public library standards
WBO7.2.4	Develop a long-term Active Bridgend plan and leisure strategy (SSWB)	YELLOW (Good)	Quarter 3: Review of draft strategy work from Knight Kavanagh and Page (KKP). Discussions taking place to address key policy areas including community focused schools, community asset transfer, active travel, play sufficiency and the population needs assessment. Quarterly reporting and update meeting held with Sport Wales liaison officer.	To shape consultation objectives /priorities identified within the first phase.

7.3: Improving children’s play facilities and opportunities

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DCO23.09 CP WBO7.3	Value of investment in play areas (COMM) Higher Preferred	£54,443	£1,600,000	Annual Indicator - To be reported at Q4					
DCO23.10 CP WBO7.3	Number of play areas that have been refurbished (COMM) Higher Preferred	0	22	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.3.1	Improve the quantity and quality of play opportunities. We will Invest in children’s play areas throughout the Borough and make sure inclusive play equipment is provided to allow opportunities for all (SSWB)	YELLOW (Good)	(SSWB) Quarter 3: Meetings with Play Wales have taken place to understand changes to the Play Sufficiency Assessment Tool. Collaboration and co-ordination among team members supporting specific matters from A-I have been reviewed. Ludic ology have been commissioned to support the assessment and action plan, a focus will be on play within policy/implementation across all directorates. (COMM) Quarter 3: Childrens play area Tranche 5 scope has been prepared for 19 playgrounds and subject to procurement requirements tendering should be progressed in next quarter. Tender documentation has been prepared for procurement. 22 playground refurbishments have been completed by Q3.	Ensure wider consultation is carried out with people with lived experience to shape play opportunities at a local level. Feedback to be included within the action plan of Play Sufficiency Assessment and to shape key themes.

WBO7.4: Providing free school meals and expanding free childcare provision

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
DEFS160 CP WBO7.4	Number of two-year-olds accessing childcare through the Flying Start programme. (EEYYP) Higher Preferred	530	570	536	560	555	472	↑	Quarterly Indicator Target Setting: The target reflects the positive investment made in the Phase 2A and 2B expansions of the programme. Performance: The service has achieved the targets set by Welsh Government for the latest phase of expansion. The number of children enrolled in childcare settings through the Flying Start programme has shown further increase with current figures accurate as of 31 December 2024. Numbers are slightly off-target at Q3 and, due to falling birth rates in Flying Start areas, they are unlikely to reach target by April 2025. Phase three expansion will target new areas in the next financial year.
DEFS162 CP WBO7.4	Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least ‘good’. (EEYYP) Higher Preferred	76.5%	100%	75%	100%	72%	76.5%	↙	Quarterly Indicator Target Setting: Target in line with Welsh Government expectations. Performance: Of the 19 settings currently registered to provide early education places, 18 have so far received joint inspections from Estyn and Care Inspectorate Wales, with 13 of these settings judged to be 'at least good'. Since 2022, 10 out of 11 inspections have resulted in at least good outcomes (91%). Settings are now using the quality assurance toolkit to self-evaluate their settings and to ensure that evidence is in place to qualify their assessment of their setting so that areas of improvement can be identified at the earliest opportunity.
DEFS163 CP WBO7.4	Percentage of eligible learners offered a free school meal. (EEYYP) Higher Preferred	100%	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: Target in line with Welsh Government expectations Performance: UPFSM for Nursery, Reception and Year 1 to Year 5 was implemented prior to the end of the 2023-2024 school year. Year 6 pupils became eligible for UPFSM from September 2024. This completes the roll-out of UPFSM within Bridgend.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.4.1	Provide free school meals to all primary school learners by September 2024 (EEYYP)	BLUE (Completed)	Quarter 3: The UPFSM offer was implemented for Nursery, Reception and Year 1 to Year 5 prior to the end of the 2023-2024 school year. Year 6 pupils became eligible for Universal Primary Free School Meals (UPFSM) from September 2024. This completes the roll-out of UPFSM within Bridgend.	
WBO7.4.2	Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds (EEYYP)	YELLOW (Good)	Quarter 3: A proposed delivery plan for the universal expansion of Flying Start childcare (Phase Three) has been drafted and was submitted to Welsh Government on 13 December 2024. The tender process for the opportunity to open a Welsh-medium provision at the Bettws site has concluded and a preferred provider has been identified.	

WBO7.5: Integrating our social care services with health services so people are supported seamlessly

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
SSWB75 CP WBO7.5	Number of people recorded as delayed on the national pathway of care. (SSWB) Lower Preferred	104	71	86	71	74	50	↓	Quarterly Indicator Target Setting: To continue to improve performance Performance: Some improvement, performance affected by hospital staff and family availabilities for significant meetings to progress the social work assessment and discharge planning, also timelines affected by process delays around Continuing Healthcare disputes.

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.5.1	Work even more closely with the NHS so all people receive the right health or care service at the right time (SSWB)	YELLOW (Good)	Quarter 3: Integrated multi-disciplinary teams have operated in Bridgend for over ten years. In the Cwm Taf Morgannwg region the Partnership Leadership Team (PLT) are in the final stages of developing a new optimum model across the health board footprint, the primary aim of which will be to ensure that people receive the right health and care at the right time and in the right place. A presentation outlining the direction of travel was presented at a members development session in early January. We have worked with the regional team and the Integrated Director across the partnership to develop a draft optimum model for the new Integrated Community Care System which has included a map and gap analysis which will be finalised in quarter 4.	The next steps are for the proposed optimum model and associated business case to be finalised and presented to the PLT for approval. This work will see a robust demand and capacity exercise completed to support the decision making for the proposed model. When approved a formal legal agreement will be progressed across the regional partnership.

WBO7.6: Improving the supply of affordable housing

Performance Indicators

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CED60 CP WBO7.6	Number of additional affordable homes provided by Registered Social Landlords (RSLs) across the County Borough (CEX) Higher Preferred	64	110	Annual Indicator - To be reported at Q4					
CED61 CP WBO7.6	Total number of empty properties returned to use with local authority intervention (CEX) Higher Preferred	6	5	Annual Indicator - To be reported at Q4					

Commitments

Code	Commitment	Status	Progress this period	Next Steps
WBO7.6.1	Increase the number of affordable homes in Bridgend County Borough in partnership with Welsh Government and social landlords (CEX)	YELLOW (Good)	Quarter 3: Monthly meetings take place with Registered Social Landlord (RSL) development teams, working collaboratively to increase affordable housing supply in the Borough. Development can change frequently throughout the 3-year programme. Current allocation of Social Housing Grant is £34,891,388 with additional schemes to be brought forward. In addition to the primary capital programme, additional affordable homes were acquired through £3.8 million of Transitional Accommodation Capital Grant funding.	
WBO7.6.2	Get a better understanding of housing and support needs and work with social landlords to provide homes to suit those needs (CEX)	YELLOW (Good)	Quarter 3: A majority of actions to meet the 6 strategic aims have been implemented. We are increasing the supply of social housing through the capital funding programmes (Social Housing Grant and Transitional Accommodation Capital Funding) with ongoing collaboration with RSLs. We have increased the supply of private rented sector (PRS) through the Welsh Government leasing scheme and are soon to restart the private landlord forum. An assertive outreach team has been set up to support rough sleepers, agencies are working collaboratively to identify and engage those sleeping rough. Specialist supported accommodation has been commissioned for those with complex needs. Collaboration is taking place with social services to build upon working relationships thereby improving outcomes for clients. A review of the Social Housing Allocation Policy has commenced.	
WBO7.6.3	Continue to target those long-term empty properties that have the most detrimental impact on the community, focusing on the Top 20. (CEX)	GREEN (Excellent)	Quarter 3: The status of the top 20 properties remains the same as in Q2, except for there being one additional property under renovation (6 compared to 5 in Q2). Work also continues on properties outside the top 20 utilising the 5-stage escalation letter process and enforcement provisions. Two applications for the Empty Property Loan Scheme have been received and approved (subject to legal review). On 10th December 2024, Cabinet agreed in principle to pursue a compulsory purchase order in relation to a problematic empty property which is in our top 20 priority properties. A further report will be sent to Cabinet in due course for final approval of the compulsory purchase order. Work is continuing to progress in relation to the enforced sale of a long-term empty property.	

Ways of Working

Performance Indicators

Page 58

PI Ref, Type & Aim	PI Description and Preferred Outcome	Year End 23-24	Target 24-25	Q2 position 24-25 & RYAG	Q3 24-25 RYAG vs Target		Q3 23-24 (same period last year)	Direction vs same period last year	Performance this period
					Target	Actual			
CHR002 (PAM/001) WOW OTH1	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (ALL) Lower Preferred	12.37 days	No target	6.22 days	No target	10.12 days	8.77 days	↓	Quarterly Indicator Target Setting: To reduce sickness levels across the organisation Performance: Sickness levels continue to rise throughout the authority. The main reason for sickness in all directorates is Stress/Anxiety/Depression (not work related). HR are working with directorates to try and improve sickness levels.
DCO16.9 WOW CO1	Realisation of capital receipts targets (COMM) Higher Preferred	n/a	n/a	n/a	n/a	n/a	n/a	Trend not applicable	Quarterly Indicator Target Setting: The corporate property disposal strategy is currently in development for Spring 2025 Performance: No disposals planned for Q1-Q3. £1.85 million sale of Ravenscourt anticipated in Q4
DCO19.02 WOW CO1	Percentage of full statutory compliance across BCBC operational buildings (COMM) Higher Preferred	84.9%	100%	73.3%	100%	71.3%	85%	↓	Quarterly Indicator Target Setting: To ensure full statutory compliance Performance: A number of compliance service contracts were renewed during Q3 and a number of new assets added to the figures meaning the number of overdue compliance items increased as newly appointed contractors mobilised their contracts. No increase in number of safety open actions or remedials. Target of 100% remains ambitious however with a new compliance apprentice appointed we anticipate these figures continuing to move towards target.
DCO23.14 WOW CO1	Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) Higher Preferred	93.5%	100%	93.3%	100%	95.1%	94%	↑	Quarterly Indicator Target Setting: To ensure full statutory compliance Performance: Big 5 compliance continues to improve with the highest recorded figures on record in Q3 and now exceeding 95%. We continue to push for 100% but as compliance actions change daily this target remains ambitious.
DOPS34 (a) WOW	Percentage availability of voice and data network Higher Preferred	100%	99.99%	100%	99.99%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Target achieved
DOPS34 (b) WOW	b) storage area network (core computing) Higher Preferred	100%	99.99%	100%	99.99%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Target achieved
DOPS34 (c) WOW	c) core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (CEX) Higher Preferred	99.96%	99.90%	99.85%	99.9%	99.97%	99.975%	↙	Quarterly Indicator Target Setting: Target set to maintain good performance Performance: Performance is slightly below Q3 last year due to the supplier of the corporate finance system, Advanced, taking three days to resolve an issue with their COA Financials database in Q2 of 2024-25.
CORPB5 WOW	Percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) (ALL) Higher Preferred	60.89%	80%	Annual Indicator - To be reported at Q4					

PI Ref &Type	PI Description	Annual target 24-25 £'000	Performance at Q3				Performance this period			
			Achieved Q3		Likely to be achieved by year end		Variance year end			
			£'000	%	£'000	%	£'000	%		
DRE6.1.1 WOW	Percentage of overall BCBC budget reductions achieved (ALL) Higher Preferred	£13,045	£9,784	75%	£11,604	89%	£1,441	11%	<p>Target Setting: To achieve all reductions outlined in the MTFS</p> <p>Performance: The current position is that of the 2024-25 savings target of £13.045 million, £9.784 million has been achieved to date (75%) and £11.604 million (89%) is expected to be achieved by year end.</p> <p>The most significant reduction proposals unlikely to be achieved in full are:-</p> <ul style="list-style-type: none"> • EDF59 cessation of Adult Community Learning provision (£149,000). The shortfall is due to the timing of the required restructure with the consultation process finalised during quarter 3. Savings will be achieved from 2025-26. • EDF59 – Communications and Relationships Team (£142,000) – saving will not be met in 2024-25 due to the overall increase in the number of pupils needing the service. • SCH1 – Efficiency saving against School Delegated Budgets – 3% in 2024-25 (£3.441 million). Whilst the saving is referenced as having been achieved due to the overall reduction in Individual Schools Budgets (ISB), the reduced budgets have resulted in total projected deficit balances for schools at year end in excess of £4.989 million. Officers are working with schools to bring this overall deficit down. • SSW13 – Council to reduce its investment into cultural services (£360,000). Current projections indicate a shortfall of £265,000. On 14th May 2024 Cabinet approved a £50,000 reduction to the book fund and removal of the £15,000 subsidy for the Youth Theatre. Cabinet also approved public engagement over how future savings can be achieved. Maximisation of the Shared Prosperity Fund in 2024-25 has mitigated this shortfall in the short term. • CEX2 – Chief Executive's Directorate vacancy management factor (£510,000). The projected shortfall of £111,000 is based on known vacancies to date. Unplanned vacancies will be added to the projection as the financial year progresses which should further reduce the shortfall. • CEX22 – Review of ICT Services (£398,000). There is currently a projected shortfall of £221,000 against this proposal, Further work is needed to be undertaken to review the telephony budgets across the Council, with updates to be provided to Cabinet in future revenue monitoring reports. <p>Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast year end spend.</p>	

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Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
Audit Wales, Setting of Well-being Objectives (Oct 2024)	R1 The Council should ensure that it covers the full range of statutory requirements when developing its next well-being statement, including: • how it considers it has set well-being objectives in accordance with the sustainable development principle; and • how it proposes to ensure resources are allocated annually for the purpose of taking steps to meet its well-being objectives	Alex Rawlin	Jun-25	This will be included in the Council's self-assessment 2024/25 which will be presented to Governance and Audit Committee in July and Cabinet / Council in September 2025	GREEN
	R2 The Council should build on its current approach to engagement by considering ways to: • draw on citizens' views to inform the development of the Well-being objectives at an early stage; and • ensure that it is involving the full diversity of the population	Alex Rawlin	Mar-28	This will form part of the approach to the development of the next Corporate Plan and wellbeing objectives in 2028	GREEN
	R3 The Council should clearly set out in the corporate plan how it intends to work with partners to support the delivery of its well-being objectives	Alex Rawlin	Apr-25	The Council will include this in the development of the next Corporate Plan Delivery Plan	GREEN
Audit Wales, Review of Decision-Making Arrangements (Oct 2024)	R1 –The Council should ensure that its published forward work programme for committees is accessible, comprehensive, and covers a longer time frame than the current 4-month period to give more opportunity for robust pre-decision scrutiny and provide greater transparency around the decision-making process for both Members and the public	Kelly Watson	Dec-24	The forward work programme (FWP) will be extended to 6 months. Corporate Management Board will be encouraged to forward plan items for consideration over a longer period. The FWP for Cabinet, Council and Scrutiny will be published and updated. New delivery date March 2025.	YELLOW
	R2 – The Council should ensure that its scheme of delegation is updated, to mitigate the risk of decisions being taken without the proper authority.	Kelly Watson	Oct-24	The scheme is reviewed and updated regularly. Changes were made to reflect changes to Cabinet portfolios and reported to Cabinet on 24th September 2024 for approval. The updated scheme has been published.	BLUE
	R3 – The Council should ensure that there is clarity on the role of scrutiny in the decision-making process. The lack of clarity on the role of the O&S committees, particularly in relation to pre-decision scrutiny is limiting O&S committees' ability to contribute fully and effectively to the decision-making process.	Kelly Watson	Dec-24	Further training has begun with elected Members and senior officers to explain the importance of pre decision scrutiny. Training will be provided on the role and remit of the committees. A scrutiny protocol has been drafted and will be considered by Corporate Overview and Scrutiny Committee (COSC) before going to Council for approval at the AGM. New Delivery date May 2025.	YELLOW
	R4 – The Council should ensure that it provides greater transparency regarding the remit of the different O&S committees. Naming the O&S committees 1, 2 and 3 does not help with transparency of the remit of the committees, particularly from a public perspective. It is also a potential barrier to encouraging public involvement in the scrutiny process.	Kelly Watson	Dec-24	There is cross party support for changing the names of the committees. Proposals have been shared with Group Leaders and will be presented Corporate Overview and Scrutiny Committee in March 2025 before going to Council for approval at the AGM. The terms of reference will be updated if necessary. New Delivery date May 2025.	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R5 – The Council should ensure that Members receive, and are encouraged to access, a relevant training programme to ensure they are well equipped to understand and undertake their role. This should include focussed training for specific roles, e.g. charring skills.	Kelly Watson	Dec-24	The Council has an Elected Member Learning and Development Strategy, and the Democratic Services Committee receive regular reports on training. Members will continue to be canvassed on training requirements and where appropriate these will be incorporated into the training programme to ensure it remains relevant. Standards Committee will monitor training completion and where appropriate will link in with Group Leaders to promote completion. Training has started to be delivered as per R3 above and further sessions are scheduled.	BLUE
Audit Wales, Financial Sustainability Review (Aug 2024)	R1 To strengthen the Council's approach to financial sustainability, the Council should develop a savings plan across the timescale of the MTFP, to clearly show how the funding gap will be addressed or clearly communicate the challenge where this is not possible	Carys Lord	Feb-25	The level of savings that the Council will have to make in the coming 3 years are significant. The MTFS presented to Council in February 2025 for approval was developed following completion of the following: <ul style="list-style-type: none"> • A detailed review of current year spend across all service areas • A more detailed review of some areas of spend to identify further efficiencies or a change in the operating model for that service. • A profile of anticipated savings over the life of the MTFP • Identification of areas requiring further review 	AMBER
	R2 The Council should strengthen its arrangements to ensure the impact of its financial position and MTFP on communities and on the delivery of its well-being objectives is reported to members to enable them to monitor and address any impacts.	Carys Lord	Mar-25	Budget briefings are now in place for elected members on a quarterly basis. Details on the budget proposals will be shared with all elected members to enable them to comment on issues and identify the implications.	AMBER
Audit Wales, Digital Strategy Review (April 2024)	Strengthening the evidence base R1 To help ensure that its next digital strategy is well informed and that its resources are effectively targeted, the Council should draw on evidence from a wide range of sources, both internally and externally including: <ul style="list-style-type: none"> • involving stakeholders with an interest in the digital strategy as well as drawing on the views of stakeholders from existing sources; and • aligning its strategic approach to digital both across the Council and with partners to help identify opportunities to share resources, avoid duplication of effort and deliver multiple benefits. 	Martin Morgans	Aug-25	Recommendation will be considered as part of the development of the new Digital Strategy.	GREEN
	Identifying resource implications R2 To help ensure that its next digital strategy is deliverable and achieving value for money the Council should identify the short, medium and long-term resource implications of delivering it together with any intended savings.	Martin Morgans	Aug-25	Recommendation will be considered as part of the development of the new Digital Strategy.	GREEN
	Arrangements for monitoring value for money R3 To help ensure that the Council can effectively monitor and evaluate value for money from its strategic approach to digital it should strengthen its arrangements for monitoring the progress and impact of its digital strategy over the short, medium and long term.	Martin Morgans	Aug-25	Recommendation will be considered as part of the development of the new Digital Strategy.	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
CIW Inspection Report on Foster Wales Bridgend (Jan 2024)	R1 Childrens views to be actively sought following placement endings.	n/a	n/a	Complete	BLUE
	R2 Some children are not accessing statutory education, impacting on outcomes and increasing pressure on foster carers.	Group Manager Placement and Provider Services	Quarterly	This issue has been highlighted across both fostering and residential, but we have created a link with education so that regular meetings can take place to discuss cases where children are not accessing education. We will also a develop a system for capturing and monitoring data in this respect. New delivery date - 31/03/2025	GREEN
	R3 Safeguarding procedures are not consistently followed. Information sharing between teams, consideration of risks and decision making is not robust.	Group Manager Placement and Provider Services	Mar-24	Joint team meetings have been used to discuss processes; the Local Authority Designated Officer (LADO) has observed more effective communication and responsiveness with the Fostering service as a marked culture shift, this was highlighted in the QA report. Further work needed to continue to embed which will be taking place in next quarter. New delivery date - 31/03/2025	YELLOW
	R4 Foster care agreements and safer caring agreements are in place, but these are not completed thoroughly,	n/a	n/a	Complete	BLUE
	R5 There are shortfalls in the service considering the needs of all household members and carers capacity (matching)	Group Manager Placement and Provider Services	Mar-24	The Quality Assurance (QA) Officer highlighted inconsistencies in their report around the use of the matching forms. The new team manager (TM) is now in post across general fostering and will ensure more consistency. New delivery date - 31/03/2025	AMBER
	R6 When foster carers have been subject to safeguarding concerns, delays have occurred in completing annual reviews and presenting these to foster panel.	n/a	n/a	Complete	BLUE
	R7 Some children have experienced high numbers of moves, which impacts their stability and outcomes	Group Manager Placement and Provider Services	Mar-25	4.47% have experienced 3 plus moves in last quarter, so numbers remain low. New delivery date - 31/03/2025	GREEN
	R8 Demand on the service is high and many foster carers are often asked to care for more children than they are approved for. Additional resources are provided to try to support these arrangements. However, these are routinely used with carers who look after children with complex needs, without robust consideration of the impact and risks involved.	n/a	n/a	Complete	BLUE
	R9 As part of the matching process key information is shared during planning meetings, however, these meetings are not completed consistently.	Group Manager Placement and Provider Services	Quarterly	Inconsistency has been highlighted in QA officer report. New TM has the report and will implement the recommendations in the next quarter. New delivery date - 31/03/2025	AMBER
	R10 Children who need long term care, are matched with carers, without a thorough assessment of their long-term needs, how these change over time, carers commitment and understanding of these needs.	Group Manager Placement and Provider Services	Mar-24	A matching process is now in place however consistency in this being followed is still an issue. In 2024 the permanent manger resigned, and interim management arrangements prevented the robust oversight this required. A permanent full time team manager is now in post who can drive this forward in the next quarter. New delivery date - 31/03/2025	AMBER
	R11 The service is reviewing how they can improve monitoring of children's personal outcomes.	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R12 Feedback from foster carers has been mixed regarding the foster carer charter implementation, information sharing and decision-making needing to be improved.	Group Manager Placement and Provider Services	Jun-24	This has not been achieved due to a lack of implementation as with other aspects of the service. This is largely attributable to changes at both team manager and group manager level. Both posts have now been filled and work is underway to embed this into practice. New delivery date - 31/03/2025	AMBER
	R13 Several policies and procedures have been updated prior to inspection, to reflect the changes needed. The service is not currently operating in line with these policies and procedures which is impacting children's outcomes	n/a	n/a	Complete	BLUE
	R14 The current recording systems do not support effective oversight and smooth operation of the service. Some key information, including the DBS checks for foster carers support networks are not monitored effectively.	Group Manager Placement and Provider Services	Sep-24	Closed. Regular meetings in place to develop oversight. Business support arrangements in place to review DBS checks. Ongoing monitoring being provided by Group Manager Provider Services.	BLUE
	R15 The service has experienced a high turnover of staff in all areas.	Group Manager Placement and Provider Services	Jun-24	Although there are vacancies across the teams the new general TM starting in post has allowed the Kinship Manager to move back across into their role. Some recruitment challenges due to retirement, senior post not filled and is being re-advertised. New delivery date - 31/03/2025	YELLOW
	R16 Evidence of updated DBS checks for staff needs strengthening.	n/a	n/a	Complete	BLUE
	R17 Quality assurance and learning framework has not been implemented consistently.	Group Manager Placement and Provider Services	Apr-24	Quality Assurance Officer has presented their report, and recommendations are being worked through by the team. New team manager in place within general fostering and they are now implementing the QA framework, and this has been presented at team meetings. New delivery date - 31/03/2025	YELLOW
	R18 Not all prospective foster carers have received the information and training they require prior to their assessment	n/a	n/a	Complete	BLUE
	R19 Some foster carers report training does not meet their needs fully as they care for children with more complex needs.	Group Manager Placement and Provider Services	Mar-24	Training is part of the remodelling fostering board which will drive these changes in the next quarter. Next steps - Training Needs Analysis completion; Consultation with Foster Carers Spring/Summer 2025	AMBER
	R20 Additional guides for children reflecting different ages and needs to be developed.	Group Manager Placement and Provider Services	Nov-24	Foster Wales are developing a landing page for care experienced children which will include animations following feedback from the forum regarding our current guides. This piece of work is on-going. Due to be completed by April 2025. New delivery date - 31/03/2025	GREEN
Audit Wales, Use of Service User Perspective and Outcomes (Jan 2024)	R1 Information on the perspective of the service user • The Council should strengthen the information it provides to its senior leaders to enable them to understand how well services and policies are meeting the needs of service users.	Alex Rawlin	Apr-25	We are participating in the new Welsh Council's Performance Information Community of Practice aimed at enhancing the quality of performance information and providing opportunities to review performance management arrangements, share best practices, and collaborate on data development. The National Resident Survey (WLGA/Data Cymru) ran in the Autumn and findings will now be analysed. Revised delivery date April 2026	AMBER
	R2 Information on progress towards outcomes • The Council should strengthen the information provided to senior leaders to help them evaluate whether the Council is delivering its objectives and its intended outcomes.	Alex Rawlin	Apr-25	This is being considered in the review of the Corporate Plan Delivery Plan (CPDP) performance measures and improvement projects for 2025-26. The revised CPDP will be presented to Cabinet / Council in March 2025.	GREEN

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R3 Quality and accuracy of data • The Council needs to assure itself that it has robust arrangements to check the quality and accuracy of the service user perspective and outcomes data it provides to senior leaders.	Alex Rawlin	Sep-24	The Performance Team have worked with Directorate Performance Champions and collating officers to improve data validation and sign-off processes, the quality of supporting evidence provided, and are routinely testing performance data to ensure accuracy. PI audits will continue over the summer.	BLUE
CIW Improvement Check Children's Social Care Services (Nov 2022)	Pe9 - Continue to work towards ensuring a sufficient and sustainable workforce, with the capacity and capability to consistently meet statutory responsibilities	Director and Workforce Board	Continuous	We have seen positive recruitment across the majority of teams. We have reduced our reliance on agency staff with only 9% of the workforce being agency staff. We have 12 new qualified social workers commencing across Children and Adults in the summer. We have small pressures in some teams but this does not impact on our statutory duties. New delivery date - 31/03/2025	GREEN
	Pe10 - Continue to monitor the quality of social care records ensuring recording in relation to siblings, ethnicity, language, religion is strengthened, and a consistent approach taken	PO Training	Apr-23	As indicated above the quality assurance officer has identified that there is positive progress in embedding signs of safety in social work practice. New delivery date - 31/03/2025	GREEN
	Pe11 - Ensure people consistently feel listened to and treated with dignity and respect	HoS	Sep-23	Work with Tros Gynnal Plant is underway to understand best practice in developing Parents Charter in other LAs and identify parents who wish to be involved in co-producing the charter in Bridgend. New delivery date 30/09/2025	YELLOW
	Pr6 - Continue to closely monitor the position of children's social services and early help services to ensure any indicators of risks to achieving and sustaining improvement and compliance with statutory responsibilities, and pressure/ gaps in service provision are quickly identified and the required action is taken	Director/HoS/Deputy HoS	Jun-23	There is continued scrutiny of performance across teams where in the main performance is good. Where there are issues, focussed improvement plans are put in place by Group Managers to address. New delivery date 31/03/2025	YELLOW
	PR7 - The local authority should ensure systems are in place to provide all staff, with up-to-date information regarding availability and accessibility of early help services and records relating to intervention of early help services	n/a	n/a	Complete	BLUE
	PR8 - Ensure children are not placed in unregistered services and must continue its efforts to identify suitable, registered placements	GM Commissioning	Continuous	This continues to be an area of pressure with the fragility in the market for placements for children. We continue to monitor high-cost placements on a monthly basis and plans are in place to assist move on when it is safe and possible to do so. Operating without Registration (OWRs) are only used when all other options have been explored and no alternative is available. New delivery date - 31/03/2025	AMBER
	Pi4 - Ensure clarity and consistency of thresholds for access to early help and statutory services. The local authority must prioritise this work to ensure children and families access the right support at the right time and ensure smooth access to services, and where required smooth transition between early help / preventative and statutory services	Director/Head of Service	Jun-23	Regional work has commenced on the development of multi-agency threshold guidance. This is intended to assist professionals identify where support for children and families is best placed and refer appropriately to these services. A final draft will be presented to Regional Safeguarding Board sign off. New delivery date 31/03/2025	YELLOW

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	W6 - Performance indicators in relation to timeliness of meeting statutory requirements - maintain focus and scrutiny on ensuring compliance with all its statutory responsibilities	Director/GM Business	Continuous	Complete	BLUE
	W7 - Implement and embed consistent practice regarding identifying and responding to child exploitation, progress work as a matter of urgency	GM Practice improvement	Jun-23	Complete	BLUE
	W8 - Closely monitor contact arrangements for children and their families	GM Case management and transition	Jun-23	Contact Manager commenced in post on 3rd February 2025 and will review the operating model and implement any changes required. New delivery date - 31/03/2025	YELLOW
Audit Wales, Springing Forward – Strategic Workforce Management (Oct 2022)	R1 The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.	n/a	n/a	Complete	BLUE
	R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Kelly Watson	Sep-23	The current budget position has meant that all services have had to review how they deliver in the future, it is envisaged that this will be the immediate workforce priority. Whilst we have developed some revised data, we are continuing to grow this to support directorate requirements. Revised delivery date March 2025.	YELLOW
	R3 The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.	Kelly Watson	Jun-23	Work is underway developing our own performance measures. Benchmarking with others is a challenge, however improvements have been seen with the timing of certain data collected by the data unit. Revised delivery date March 2025.	GREEN
Transformational Leadership Programme Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board (Aug 2022)	R1 Strategic planning and applying the sustainable development principle Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by: a) taking a longer-term approach to its planning beyond five years, b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and c) improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally.	Head of Regional Commissioning Unit	2023-24	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	R2 Governance Arrangements The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB	Head of Regional Commissioning Unit	2023-24	Director for Integration provided member briefings for Local Authority members. Additional Capacity identified to support completion of Memorandum of understanding and Section 33 agreement. Ongoing discussions regarding changes required to existing legal agreements across the region. New delivery date - 31/03/2025	GREEN
	R3 Performance Management The outcomes and performance framework was still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact	Head of Regional Commissioning Unit	n/a	Complete	BLUE
	R4 Risk Management Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.	Head of Regional Commissioning Unit	ongoing	Regional Integration Fund (RIF) is now entering 3rd year of 5 year funded program. Number of sustainability risks post RIF that need to be planned for in year. More work still being done to develop integrated pathways that will inform RIF priority investment. Housing with Care Funding (HCF) approved for 2025/26 at the same level as 2024/25. New delivery date - 31/03/2025	AMBER
	R5 Regional Commissioning Unit Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team.	Head of Regional Commissioning Unit	2023-24	Action complete. Final post to be filled Feb 2025 (LD programme Manager)	BLUE
	R6 Use of Resources Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population	Head of Regional Commissioning Unit	2023-24	Additional Capacity identified to support completion of memorandum of understanding and Section 33 agreement. Ongoing discussions regarding changes required to existing legal agreements across the region. New delivery date 31/03/2025	AMBER
	R7 Regional Workforce Planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TPLB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.	Head of Regional Commissioning Unit	ongoing	Detailed exercise identifying grant funded posts across the region currently being undertaken at part of Quarter 3 RIF monitoring. This will provide a detailed understanding of capacity and any capacity gaps in implementing integrated pathways. New delivery date 31/03/2025	AMBER
CIW, Performance Evaluation	PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
Inspection of Children's Services (May 2022)	PE2 - Limited Evidence of Direct Work	n/a	n/a	Complete	BLUE
	PE3 - Inconsistent use of chronologies and genograms	n/a	n/a	Complete	BLUE
	PE4 - Strengthen business support for practitioners	n/a	n/a	Complete	BLUE
	PE5 - Variable evidence of management oversight/Quality of supervision	n/a	n/a	Complete	BLUE
	PE6 - Practice model – implementation of Signs of Safety	n/a	n/a	Complete	BLUE
	PE7 - Review of direct payments scheme	n/a	n/a	Complete	BLUE
	PE8 - Consistent offer of a carers assessment	Dep HoS/GM Case Management and Transition/Carers Development Officer	Mar-23	Carers Action Plan currently being updated and to be competed and ready for implementation by March 25. New delivery date 31/03/2025	AMBER
	PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges	Director/ Workforce Board, HoS Children's Social Care/ HoS Education & Family Support	Jun-23	The strategy will be completed in February and will provide clarity on how Early Help service should be delivered in the future. New delivery date 31/03/2025	YELLOW
	PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	PR3 - Placement sufficiency and support	HoS/GM Placements and Provider Services	Mar-23	A Business Justification Case has been developed and approved by the relevant boards in respect of increasing capacity of provision in this area. Property has been identified for a multi-occupancy residential service and offer accepted pending minister approval and planning. Search continues for the second property. Revenue funding to be secured to continue to run our existing provision to full capacity and open new services. The regional children’s board have also agreed an ambition to develop a regional residential accommodation facility for children and young people with complex emotional wellbeing needs. To support this, three Project Managers will work with partners to develop facilities across CTM; one will focus on children’s residential accommodation, and the other two will be available to support the findings in the 10-year Regional Capital Strategy. In relation to fostering dedicated recruitment officer is in place to coordinate recruitment activities that are scheduled throughout the year with support from Foster Wales. Whilst there are increases in the number of assessments, we are not recruiting sufficient carers to achieve a net gain of placements. A Fostering Board is being established to enhance recruitment and retention of foster carers within BCBC alongside the ongoing work of foster Wales. A Regional Approach to the recruitment and support of parent and child carers has been drafted alongside ‘Support Care’, which aims to provide fostering support to children in the care of their family to prevent them from becoming care experienced. Both drafts will be subject to foster carer consultation prior to presentation to Cabinet for consideration. Additionally, we are seeking to enhance peer support to foster carers by adopting the Pioneer Carer Scheme. This will increase the support available to carers by having a more targeted approach that utilises the skill sets of specific carers. New delivery date - 31/03/2025	RED
	PR4 - Accessibility of information, advice and assistance	n/a	n/a	Complete	BLUE
	PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	Director/HoS/ Principal Officer Training	Mar-23	An interim framework has been developed and approved by Children and Families SMT. This is being rolled out across teams to ensure consistency in implementation. The Quality Assurance Officer continues to identify themes in respect of good practice and areas for development. This is showing good progress in embedding strength based, outcome focused model of practice. New delivery date - 31/03/2025	YELLOW
	PI1 - Inconsistent thresholds and standards of practice	n/a	n/a	Complete	BLUE
	PI2 - The local authority will need to ensure its communication strategy is sufficiently robust to effectively communicate to staff and partners the vision for children’s services and the many developments taking place/planned to take place	n/a	n/a	Complete	BLUE
	PI3 - Share learning from audits and reviews with staff and partners	n/a	n/a	Complete	BLUE
	W1 – Further work is required to improve the timeliness of meeting statutory responsibilities	n/a	n/a	Complete	BLUE

Name of Audit / regulator	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q3 2024-25	BRAYG Q3 24-25
	W2 - Facilitation of supervised contact	GM Case Management & Transition/GM Locality Hubs/Contact Monitoring Officer	Mar-23	The contact service manager commences in post in February. A senior contact worker will be appointed in March to ensure there is sufficient capacity, venues and oversight to provide families with positive environments when having time together. New delivery date - 31/03/2025	AMBER
	W3 - Consistent high quality written records	n/a	n/a	Complete	BLUE
	W4 - CSE and CCE – strengthen interventions and mapping	n/a	n/a	Complete	BLUE
	W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	n/a	n/a	Complete	BLUE
Audit Wales, Review of Arrangements to Become a 'Digital Council' (June 2021)	P1 The Council could improve its digital strategy	Martin Morgans	Dec-24	We are in final stages for completing the strategy and looking to go to consultation in March 2025.	AMBER
	P2 The Council should strengthen some governance arrangements to deliver the strategy	n/a	n/a	Complete	BLUE
	P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change	Martin Morgans	Dec-23	The findings from the pilot outlined that the methodology to access was challenging due to variations of devices owned by participants i.e. varying types and ages. It had a significant impact with the deployment which led to inconsistencies and some participants could not install the necessary secure access (authentication application). Therefore, the pilot has been ceased. Currently reviewing an alternative methodology which we hope to pilot in June following updates to a supplier application which is outlined on their development programme once this is confirmed we will initiate a new pilot.	BLUE

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	CORPORATE PLAN REVIEW FOR 2025/26
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN, CORPORATE POLICY AND PERFORMANCE MANAGER
Policy Framework and Procedure Rules:	Council priorities in the Corporate Plan / Delivery Plan inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.
Executive Summary:	<p>This report sets out an updated Corporate Plan / Delivery Plan for 2025/26 to reflect the pressures on the Council's current budget. It recommends:</p> <ul style="list-style-type: none"> • An updated, reprioritised and reduced Corporate Plan Delivery Plan (summarised in Appendix 1) • A reduction of wellbeing objectives from 7 to 4 (with some merged or subsumed into others) • Integrating the key measures of the Council's 'Ways of Working' into the new Wellbeing Objectives • A reduction of aims from 41 to 21 with a better balance of performance indicators and commitments against them and a better balance of measures for each directorate. • A reduction of Performance Indicators from 108 to 65 • A reduction of commitments from 80 to 61

1. Purpose of Report

- 1.1 This report outlines an updated Corporate Plan / Corporate Plan Delivery Plan for 2025/26.

2. Background

- 2.1 Bridgend County Borough Council (BCBC) currently has a high level, five-year Corporate Plan 2023-28. The Council took a new approach for 2023 and did not include commitments or performance indicators in the Corporate Plan. Instead, we developed a one-year delivery plan so we could be more agile and flexible to our changing operating environment.

- 2.2 In late 2024, the Council developed financial plans and scenarios on the basis that there are likely to be severe budget pressures in the coming year. In December 2024, it was confirmed that the Council's budget for 2025/26 will be better than the planning scenarios used but national projections show Welsh Government financial settlements to local authorities will be more challenging from 2026/27. For the coming year, the priorities have been to provide additional funding for services facing demand issues and reducing savings required.
- 2.3 The Corporate Management Board (CMB) have made it clear to Cabinet, Council, staff, and trade unions that budget pressures continue (albeit at a slower pace than anticipated) and the Council still needs to move towards a new operating model. This will also need to be carefully communicated to local residents in coming months.
- 2.4 The Corporate Plan is now 2 years old and fairly well embedded in the organisation. It is becoming clear what works well and what does not. Performance reporting throughout 2024 has been difficult and CMB, Cabinet CMB and scrutiny committees all agree that the current Corporate Plan Delivery Plan (CPDP) is too large and insufficiently focused on priorities. Some of the main issues identified through 2024 were:
- There is an imbalance between Wellbeing Objectives (WBOs) / aims with a huge body of evidence against them and others with very little - each has equal status in self-assessment.
 - There are too many Performance Indicators (PIs) / commitments outside the Council's control.
 - Some commitments / PIs are coming to an end - funding is stopping or work completed.
 - It is increasingly difficult to evidence WBO3 – the Valleys, and the evidence we do have doesn't reflect Members' views.
 - There is duplication - some commitments are duplicated as similar PIs and some commitments appear in more than one WBO.
 - The Ways of Working (WoW) should be incorporated into the new Wellbeing Objectives, including sickness / work with partners.
- 2.5 At the end of quarter three, following discussions on priorities for spending and budgets in 2025/26, work began to start reviewing operational priorities.

3. Current situation / proposal

- 3.1 In January 2025, CMB considered a number of options for review of the Corporate Plan. They agreed to review the existing Corporate Plan Delivery Plan, with a clear aim of reducing the number of priorities and measures. They agreed the following principles for the review of the CPDP:
- A smaller, more focused delivery plan
 - More focused on genuine corporate priorities

- Each Wellbeing Objective, Aim, Performance Indicator (PI) and Commitment should be tested to ensure it is still a priority and the following do not apply:
 - The work is completed
 - The work is largely outside the Council's control
 - A PI and commitment duplicate each other
 - The work is unfunded / unstaffed
 - The work is proving difficult to evidence
 - Officers / Members have already agreed that it is not a priority
- PIs do not have to form part of the CPDP just because they are statutory for the Council to measure.

3.2 In February, Directorate Management Teams reviewed the Wellbeing Objectives, aims, PIs and commitments against the above principles. The product of this exercise was a dramatically reduced CPDP which is included at **Appendix 1**. In this:

- Wellbeing Objectives are reduced from 7 to 4 with some merged or subsumed into others. The four that remain focus on:
 - A prosperous place with thriving communities
 - Developing modern, seamless public services
 - Enabling people to meet their potential
 - Supporting our most vulnerable people
- The wording of Wellbeing Objectives has been updated to reflect the council's evolving role and changing financial situation
- The key measures of the Council's 'Ways of Working' have been integrated into the new Wellbeing Objective focused on the future organisation.
- Aims are reduced from 41 to 21.
- PIs are reduced from 108 to 65
- Commitments are reduced from 80 to 61

3.3 On 19 February 2025, Heads of Service / CMB met together to test the balance of the CPDP, reduce duplication and fill any gaps.

3.4 The WBOs are much more balanced, with a similar number of aims, PIs and commitments in each. Similarly, Directorates each have a similar number of aims, PIs and commitments.

3.5 A proposed process and timeline for the next steps of the review of the Corporate Plan Delivery Plan is as follows:

What	Who	When
Consider changes	Corporate Overview and Scrutiny Committee	17 March 2025

Develop targets for CPDP (alongside broader Directorate business plans)	Directorate Management Teams (with support from performance team)	March
Political sign-off of CPDP and targets for 2025/26	Cabinet / Council	8 / 9 April 2025

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Wellbeing of Future Generations implications and connection to Corporate Wellbeing Objectives

- 5.1 This report proposes an approach to reviewing the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-

1. A county borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard and part of their community
7. A County Borough where we support people to live healthy and happy lives

- 5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

6. Climate Change Implications

- 6.1 There are no specific implications of this report on climate change. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including safeguarding and corporate parenting

8. Financial Implications

- 8.1 Review of the Corporate Priorities will be entirely in line with our agreed budget for 2025/26.

9. Recommendation

- 9.1 It is recommended that the Corporate Overview and Scrutiny Committee considers the proposed CPDP for 2025/26 as set out at Appendix 1 and provides feedback on the wording, balance, and any gaps or duplication identified.

Background documents

- BCBC Corporate Plan 2023-28
- BCBC Delivery Plan 2023-24 and 2024-25

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Appendix 1 – Proposed Corporate Plan Delivery Plan 2025/26 (summary)**Wellbeing Objective One – A prosperous place with thriving communities**

Aim	Performance indicators	Commitments / projects
Moving towards net zero carbon, and improving our energy efficiency	<ul style="list-style-type: none"> • Council reduction in emissions • Gas consumption in the Authority • Electricity consumption in the Authority • Levels of NO2 pollution in the air 	<ul style="list-style-type: none"> • Energy efficiency improvements to Council buildings • Implement our air quality action plan and monitor effectiveness
Protect landscapes and open spaces	<ul style="list-style-type: none"> • Number of green flag parks / green spaces • Number of blue flag beaches 	<ul style="list-style-type: none"> • Develop and protect our natural environment in partnership with communities as part of our Bridgend Biodiversity Plan
Promote the conditions for economic growth and prosperity	<ul style="list-style-type: none"> • Businesses receiving support through SPF • Number of business start-ups assisted 	<ul style="list-style-type: none"> • Develop funding bids to enhance the economy • Invest in business start-ups in the County Borough • Invest an additional £7.75m of Shared Prosperity Funding • Improve sustainable and active travel choices
Regenerate our town centres and Valleys	<ul style="list-style-type: none"> • Commercial properties assisted through the enhancement grant scheme 	<ul style="list-style-type: none"> • Deliver Transforming Towns investment to improve the economic sustainability of town centres • Develop a commercial property enhancement grant • Redevelop the Ewenny Road site
Reduce, reuse or recycle as much waste as possible	<ul style="list-style-type: none"> • Street cleansing waste recycled • Municipal waste collected - reused, recycled, biowaste • Highways land cleanliness 	<ul style="list-style-type: none"> • Bring our waste services in house
Provide opportunities for culture, leisure, and play	<ul style="list-style-type: none"> • Participation in national free swimming initiative • Number of active targeted wellbeing participants • Number of children's play areas refurbished 	<ul style="list-style-type: none"> • Develop play sufficiency action plan • Develop active wellbeing offer for targeted groups • Develop healthy partnership living strategy • Develop library, culture and community hub strategy • Maintain performance against Welsh Library Standards • Continue children's play area refurbishment programme • Redevelop Porthcawl Grand Pavilion • Enlarge Food and Fun Programme for summer 2025

Wellbeing Objective Two - Developing modern, seamless public services

Aim	Performance indicators	Commitments / projects
Improving how we engage with people, listening to views & acting on them.	<ul style="list-style-type: none"> • Level of engagement across consultations • Level of engagement across corporate communications • Complaints closed within timescales 	<ul style="list-style-type: none"> • Improve how we communicate with residents • Improve the way we gather and use resident views • Improve the way we gather and use staff views • Improve handling of corporate complaints/compliments • Implement the strategic equality plan action plan
Offer more information and services online, and in local areas.	<ul style="list-style-type: none"> • First call resolutions (Customer Contact Centre) • Online transactions using the digital platform 	<ul style="list-style-type: none"> • Review the Corporate front door and first point of contact to improve customer contact
Modernise and become a more efficient council	<ul style="list-style-type: none"> • Staff sickness • Staff appraisal completions • Council assets transferred to community (CATs) 	<ul style="list-style-type: none"> • Approve and implement the new digital strategy • Invest in Community Asset Transfers and support clubs and Community Groups with equipment grant • Rationalise the corporate estate
Improve partnership working with partners, the third sector and Town and Community Councils	<ul style="list-style-type: none"> • Assia service users reporting increased safety • Supporting domestic abuse victims quickly (2 PIs) • Number of active referrals supported by local community coordinators • Number of children & young adults supported during school holidays 	<ul style="list-style-type: none"> • Develop a new regional agreement for working with frail older people between health boards and councils • Complete the town and community council arrangements review • Coproduction with communities to develop their own solutions and become more resilient

Wellbeing Objective Three - A County Borough where we support people to meet their potential

Aim	Performance indicators	Commitments / projects
Provide an effective Childcare and Early Years Offer	<ul style="list-style-type: none"> 2-year-olds accessing childcare through Flying Start 	<ul style="list-style-type: none"> Leadership of maintained Early Years settings so that outcomes in CIW inspections are at least 'good'. Offer effective support and challenge to funded non-maintained Early Years settings ensuring that outcomes in joint inspections are at least 'good'.
Provide safe, supportive schools with high quality teaching	<ul style="list-style-type: none"> 'Capped 9' score for pupils in Year 11 Attendance in primary / secondary schools (2 PIs) Exclusions primary / secondary schools (2 PIs) Schools that have self-evaluated themselves as 'green' as part of their annual safeguarding audit 	<ul style="list-style-type: none"> Help schools achieve improvement plans ensuring all schools judged by Estyn 'not requiring follow-up' Make additional digital learning training available to all school staff to improve teaching and learning Improve the digital offer to young people, including youth led interactive website
Provide Welsh medium education opportunities	<ul style="list-style-type: none"> Year 1 pupils taught through the medium of Welsh End of Key Stage 4 pupils taught through Welsh Learners studying Welsh as a second language 	<ul style="list-style-type: none"> Deliver actions in the Welsh in Education Strategic Plan
Modernise school buildings		<ul style="list-style-type: none"> Enlarge Ysgol Gymraeg Bro Ogwr Provide a new-build for Mynydd Cynffig Primary. Enlarge Ysgol y Ferch o'r Sgêr Replace Afon Y Felin / Corneli Primary Relocate Heronsbridge School
Be good parents to our care experienced children	<ul style="list-style-type: none"> Care leavers completing 3 months of employment, education or training Care leavers who have experienced homelessness 	<ul style="list-style-type: none"> Improve outcomes for care experienced children Implement Corporate Parenting Strategy in schools
Help people get the skills they need for work	<ul style="list-style-type: none"> Employability participants into employment Employability participants supported into education or training % Year 11 leavers NEET 	<ul style="list-style-type: none"> Increase employment and training opportunities Work with funders to deliver a comprehensive employability and skills programme

Wellbeing Objective Four - A County Borough where we support our most vulnerable

Aim	Performance indicators	Commitments / projects
Provide high-quality children's & adults social services / early help services	<ul style="list-style-type: none"> • Timeliness of visits – care experienced children • Timeliness of visits - children on child protection register • Number of care experienced children • Numbers on the child protection register • Adult Social Care front door information and advice • Reablement packages with positive outcome • Team Around the Family plans with successful outcome • People delayed in their transfer of care (local authority) 	<ul style="list-style-type: none"> • Support wellbeing of unpaid carers • Further improve Children's Services with our 3-year plan • Further improve adult social care with a 3-year plan • Change the way our social workers work. • Address gaps in Adult Social Care provider services by implementing the priority commissioning areas • Address gaps in Children's / Family Services provider services, respond to Eliminating Profit/H&S Care Bill • Access to right service at the right time to prevent needs escalating • Fill vacancies in social care services and reduce dependence on agency workers.
Support people in poverty	<ul style="list-style-type: none"> • FASS (Financial Assistance and Support Service) support resulting in increased income • Or resulting in debt advice 	<ul style="list-style-type: none"> • Support eligible residents to receive the financial help available to them.
Support people with housing needs	<ul style="list-style-type: none"> • Homelessness prevention • People presenting as homeless & council has a legal duty to secure suitable accommodation • Days to deliver Disabled Facilities Grants • % people who live more independently after a DFG • Completed affordable new builds provided by RSLs 	<ul style="list-style-type: none"> • Improve our housing / homelessness service to reduce homelessness across the borough • Target long-term empty properties that have the most detrimental impact on the community
Support children with additional learning needs	<ul style="list-style-type: none"> • Number of pupils on waiting list for specialist provision. • % Year 9 pupils with ALN with a transition plan in place, that have had an annual review by 31 March • % on IDPs delivered via online IDP system 	<ul style="list-style-type: none"> • Develop a five-year plan to meet increasing demand on support services, specialist provision and schools • Implement the online IDP (Individual Development Plan) system
Safeguard and protect people at risk of harm	<ul style="list-style-type: none"> • Adult safeguarding inquiries - response in 7 days • Children's referral decisions made within 24 hours • Child protection investigations in required-timescales • Time on Deprivation of Liberty Safeguards waiting list 	<ul style="list-style-type: none"> • Work as One Council to effectively safeguard children and adults at risk • Reduce at risk children's offending behaviour.

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	UPDATE AND POSITION STATEMENT FOR THE DISABLED FACILITIES GRANT SERVICE
Report Owner / Corporate Director:	CHIEF OFFICER - FINANCE, HOUSING & CHANGE
Responsible Officer:	MARTIN MORGANS HEAD OF PARTNERSHIPS & HOUSING
Policy Framework and Procedure Rules:	There is no impact on the policy framework and procedure rules
Executive Summary:	The purpose of this report is to update the Corporate Overview and Scrutiny Committee with regards to the Disabled Facilities Grant (DFG) service and provide information on the position to date.

1. Purpose of Report

- 1.1 The purpose of this report is to update the Corporate Overview and Scrutiny Committee on the Disabled Facilities Grant (DFG) service and provide information on the position to date and actions taken.

2. Background

- 2.1 A number of reports have been submitted to Cabinet and Cabinet / Corporate Management Board (CCMB), alongside other Committees, in recent years, outlining the need to re-shape and improve the delivery of the Disabled Facilities Grant (DFG) service within Bridgend.
- 2.2 The internalisation of the Disabled Facilities Grant service was approved by Cabinet from the 1st April 2021. This brought the agency role in-house, ensuring that the council has end to end responsibility for each adaptation.
- 2.3 A report to the Governance and Audit Committee on 11th November 2021 provided an update on the progress of the implementation of the new delivery model, together with the actions taken to meet the recommendations of the Audit Wales report in 2017/18 on the Service Users Perspective. Particularly noteworthy is that within the report was a key recommendation regarding council controls: 'Council needs to be assured that it has appropriate controls in place to provide effective oversight of the adaptations process, given it is ultimately responsible for the delivery of the adaptation'.

- 2.4 Corporate Overview and Scrutiny Committee received a report on 2nd March 2022 which provided an update on the current position in relation to the implementation of the new model and appropriate actions.
- 2.5 The Governance and Audit Committee received an update on 24th January 2024. It noted that the council was maximising the funding available to it and the *“only way more jobs could be delivered was with additional capital”*.

3. Current situation / proposal

- 3.1 Surveying support is supplemented through commissioning surveying support through the South East Wales Technical and Professional Procurement Framework (SEWTAPs) alongside internal staff and agency.
- 3.2 A DFG case worker has been in post since December 2023. The caseworker is a key role which underpins the process of a DFG adaptation, from point of engagement of an occupational therapist through to completion and certification of adaptations. The DFG case worker provides that constant single point of contact for the recipient of the grant.
- 3.3 Implementation of a new software system, MasterGov, was introduced in April 2023. This enabled migration of all data from the legacy systems, including paper based systems. All financial elements of the Disabled Facilities Grant service have been digitised, which provides benefits such as prompt payment to contractors/suppliers, and the ability to monitor actual and forecasted expenditure.
- 3.4 The Contractors Framework was advertised on Sell2Wales and published on the Official Journal of the European Union (OJEU). Tender bids were received on the 25th July 2024. On the 22nd of October 2024 Cabinet approved the awarding of the framework and authorised the council to enter into agreements with successful bidders. Contract award letters were issued to successful bidders on 20th November 2024. However the process of allocating adaptations via the Contractors Framework is currently on pause as the capital budget for the Disabled Facilities Grant (DFG) service has been committed for 2024/2025. All contractors have been informed that the allocation of cases will commence in the 2025-26 financial year.
- 3.5 Financial overview is outlined in the table below. The total capital budget allocated for DFGs and other housing related adaptations is currently £1.950m per annum, of which the DFG element is £1.750m. In 2023-2024 and 2024-2025 the full budget has been utilised. Those specific years have also been supported by bringing capital monies forward from future years to ensure the continuation of adaptations, alongside support from the Regional Partnership Board Housing with Care Fund Top Up Grant.

DFG Capital Expenditure Summary	£
2020-21	1,357,903
2021-22	1,680,432
2022-23	1,651,831
2023-24	2,882,023
2024-25 *	1,989,491

* Denotes the spend to 28th February 2025

On 26th February 2025, as part of the Medium Term Financial Strategy 2025-2029, Council approved an additional £500,000 of capital funding per annum from 2025-26, for DFGs to reflect the need to enable more people to remain in their own homes. The total annual allocation from 2025-26 for housing related adaptations will be £2.450m, of which £2.250m is for Disabled Facilities Grants.

- 3.6 The Pipeline of Disabled Facilities Grants are the cases that have not been allocated to date, and they are outlined in the table below. The service was internalised on 1st April 2021 whereby the agency role was brought in-house. However there were significant cases (legacy) still with external agents, with some of those cases dating back to 2017. There are now approximately only 20 legacy cases still with agents. Following the completion of the 20 legacy cases there will be no further legacy cases pre 1st April 2021.

DFG Cases - Awaiting allocation	
2022 - 2023	109
2023 - 2024	267
2024 – 2025	231
	607

The allocation of cases is strictly managed by date in a sequential order i.e. oldest first, however if an occupational therapist determines the case to be a priority, then that case is escalated.

- 3.7 Increasing demand is demonstrated in the table below. There is an exponential jump following Covid-19 in 2021-22 but the numbers only marginally decline from 2023. Even though there is a decrease in total applications being received in the current year 2024/25, there remains a 75% increase in applications received compared to the year prior to the pandemic. The demand versus the 'total certified' i.e. cases completed demonstrates the challenge associated with the pipeline and the direct impact on the traditional performance indicators.

Year	Total applications (per job type)	% increase year on year	Total certified	% increase year on year
2019 - 2020	182		157	
2020 - 2021	153	-16%	75	-52%
2021 - 2022	484	216%	148	97%
2022 - 2023	578	19%	174	18%
2023 - 2024	339	-41%	225	29%
2024 - 2025 *	319	-6%	225	0%

* Denotes the position to 28th February 2025

- 3.8 Performance - the corporate performance assessment indicators are presented in the table below. The count of “days” starts at the point of the referral. Challenges such as Covid-19, legacy cases with agents, increases in demand, and availability of budget have had a detrimental impact on the wait time and the performance indicators.

PI DATA Q1 - Q3 24/25			
Type	Quantity	Days	Average cumulative days (rounded up to whole number)
LAS	93	75012	807
Stairlifts	50	26298	526
Ramps	17	18005	1059
Extensions	11	12367	1124

The table below outlines the number of Disabled Facilities Grants delivered from 2019 to the current period 2024/25. It highlights that since 2020/21 there has been an increase in the delivery of cases year on year. 2020/2021 saw a significant reduction in completions of cases due to Covid-19. A year was lost due to limited access as a result of restrictions. This has had a lasting detrimental effect on the performance indicators. In 2023/24 and 2024/25 the capital budget has been fully expended. This showcases how the available capital budget determines the number of adaptations that can be delivered in a financial year, which is outlined in the financial overview in section 3.5.

Financial Year	Number of calendar days taken to deliver a DFG	Number of DFGs delivered during the financial year	Average number of calendar days taken to deliver a DFG
2019 - 2020	68434	157	436
2020 - 2021	40937	74	553
2021 - 2022	67481	160	422
2022 - 2023	75002	173	434
2023 - 2024	126883	225	564
2024 - 28/2/25)	178909	225	795
	378737	1014	373

The performance indicators that were set in 2021, targeting 210 days for case completion was prior to the impact of Covid-19 and the unforeseen increasing demand. The legacy cases post internalisation April 2021 and the impact of Covid - 19 have had a significant impact on the performance indicators to date. In terms of performance indicator improvement, the key constraint is the available capital budget alongside the pipeline as outlined in section 3.6. This was highlighted by the Governance and Audit Committee in January 2024, where it was summed up that the *“only way more jobs could be delivered was with additional capital”*.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 The report contributes to the following goals within the Well-being of Future Generations (Wales) Act 2015:
- A prosperous Wales
 - A resilient Wales
 - A Wales of cohesive communities
 - A globally responsive Wales

The following is a summary to show how the 5 ways of working to achieve the wellbeing goals have been used to formulate the recommendations within this report:

Long term	Ensuring best use of available accommodation allowing individuals to live safely in their own homes.
Involvement	Providing individuals the choice to remain in their home, ensuring that they are part of the process from start to finish and managed through a single point of engagement.
Integration	Ensure individuals can remain within their communities, providing an array of benefits including stability through the maintaining of local support networks.

Collaboration	Developed the Framework Agreement to support the DFG service, to deliver the required adaptations necessary and appropriate to meet the needs of the individual.
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6. Climate Change Implications

- 6.1 The Disabled Facilities Grant service supports the agenda around climate change. The key priority is to ensure residents can live safely within their own homes and their communities. The use of the budget will be developed in line with Welsh Government planning and standards requirements, which support moves to tackle climate change.

7. Safeguarding and Corporate Parent Implications

- 7.1 The Disabled Facilities Grant service plays a key role in supporting Bridgend County Borough Council's safeguarding agenda, with the service often supporting vulnerable individuals.

8. Financial Implications

- 8.1 There are no financial implications arising from this report.

9. Recommendation

- 9.1 It is recommended that the Committee note the position statement with regards to the DFG service.

Background documents: None

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	SCRUTINY REVIEW
Report Owner / Corporate Director:	Chief Officer, Legal and Regulatory Services, HR and Corporate Policy
Responsible Officer:	RACHEL KEEPINS
Policy Framework and Procedure Rules:	Any change to the structure of the Scrutiny Committees will require amendments to the Constitution.
Executive Summary:	<p>To update the Committee on the options for scrutiny arrangements going forward. To consider whether any change is needed, and if so to consider which option is preferable.</p> <p>To present to the Committee a draft Scrutiny Protocol following the Scrutiny Review undertaken in 2024.</p>

1. Purpose of Report

- 1.1 To present to the Committee a review of the Council's scrutiny arrangements and consider whether any changes to the current arrangements should be recommended to Council;
- 1.2 To update on work being undertaken in response to Audit Wales recommendations;
- 1.3 To present to the Committee a draft Scrutiny Protocol following Scrutiny Review undertaken in 2024 and to consider any amendments and additions the Committee may wish to make.

2. Background

- 2.1 According to the Centre for Governance and Scrutiny's (CfGS) "The Good Scrutiny Guide" (the Guide) there is no one 'best' model for a scrutiny committee structure and it is very difficult to compare with other local authorities and try and replicate. According to the Guide 'Scrutiny's structures are often a reflection of the culture in which scrutiny operates and the role which has been agreed for it.'

2.2 The Guide, however, highlights the following few common models:

- a) A single committee which does all the work. This is more common in smaller authorities, this approach sees all scrutiny work happening in a single, formal space.
- b) A single committee commissioning task and finish groups (what Bridgend County Borough Council (BCBC) call Research and Evaluation Panels). Here, a committee provides coordination of a number of task and finish groups – the committee will usually also undertake its own substantive work.
- c) A two committee system dividing substantive topics between them (e.g. “people” and “places”)
- d) A two committee system dividing issues between them differently (e.g. “policy development” and “performance”)
- e) Multiple committees (sometimes involving a corporate committee which “leads” the function, sometimes not).

2.3 In BCBC we have had option (e) since 2017. At that time, there was a full review and restructure of the scrutiny arrangements. This resulted in a centralised structure whereby the Corporate Overview and Scrutiny Committee (COSC) would oversee the overall Forward Work Programme (FWP) for each Overview and Scrutiny Committee (OVSC) and consider and delegate priorities to the relevant committee for that topic where necessary in the interest of avoiding duplication of effort.

The current structure has the following:

- Corporate Overview and Scrutiny Committee
- Subject Overview and Scrutiny Committee 1
- Subject Overview and Scrutiny Committee 2
- Subject Overview and Scrutiny Committee 3

2.4 The scrutiny function sits within Democratic Services and is supported by 1 Senior Scrutiny Officer and 1.8 Scrutiny Officers. Similar to many other services, this team has seen a reduction in capacity over recent years.

2.5 Due to other changes made to the wider Democratic Services team, the Scrutiny Officers are now also responsible for the minutes produced, recording of all meetings and the uploading of these recordings to the Council’s website. They also have to produce decision records and offer all meetings on a hybrid basis in accordance with Local Government and Elections (Wales) Act 2021. This requires 2 Scrutiny Officers to be present at each meeting, with 1 in the chamber and 1 providing electronic support.

2.6 The number of Members sitting on an OVSC has changed throughout the various structures with membership ranging from 16 to 10 Members and now stands at 12. Experience has shown that 16 was too large and Members didn’t find them effective. It also led to meetings being much longer, with less focused outcomes. In contrast to this, some Members would like to be involved in scrutiny but there are currently insufficient seats available.

2.7 In June 2024, The Welsh Local Government Association supported a review of scrutiny in Bridgend. This was carried out by Huw Rees who spoke to various Members and Officers. Attached at **Appendix 1** is the result of that review. The main recommendations are set out below:

- Draft and agree a protocol for effective scrutiny
- Document and schedule a revised FWP process
- Ensure more timely use of pre-decision scrutiny
- Establish purpose, scope and focus for each scrutiny item
- Develop evaluation mechanisms
- Ensure training and development programmes cover key areas

2.8 In addition, Audit Wales have undertaken a [Review of Decision Making Arrangements](#) across the Council. The audit concluded that the Council generally has proper decision-making arrangements in place but weaknesses in forward planning and pre-decision scrutiny are undermining their effectiveness.

There were three recommendations from the audit related to scrutiny:

- The Council should ensure that its published **forward work programme** for committees is accessible, comprehensive, and covers a longer time frame than the current 4-month period to give more opportunity for robust pre-decision scrutiny and provide greater transparency around the decision-making process for both Members and the public.
- The Council should ensure that there is clarity on **the role of scrutiny** in the decision-making process. The lack of clarity on the role of the OVSCs, particularly in relation to pre-decision scrutiny is limiting OVSCs' ability to contribute fully and effectively to the decision-making process.
- The Council should ensure that it provides greater **transparency regarding the remit of the different OVSCs**. Naming the committees 1, 2 and 3 does not help with transparency of the remit of the committees, particularly from a public perspective. It is also a potential barrier to encouraging public involvement in the scrutiny process.

2.9 In light of these reviews and recommendations, Officers have reviewed the scrutiny structure currently operating in Bridgend.

3. Current situation / proposal

3.1 There is no definitive guide to how a scrutiny function should be set up. Across Wales there is a variety of structures in place and it's a matter for each Council to determine what suits their organisation.

3.2 Set out below are some potential options for Bridgend.

Option 1

Maintain the current set up with COSC and 3 SOSCs which cover the 3 themes of Education, Social Services and Communities but have the flexibility to consider other items not in line with these themes.

Pros

- Allows items to be considered in their entirety without worrying about straying into another's remit.
- Four committees allows for easy allocation when required, for example, when it comes to consideration of the annual draft budget proposals – i.e. four committees and four Directorates. It also allows for the efficient allocation of call-ins to any upcoming scrutiny committee meeting due to the cross-cutting nature of existing meetings, and avoids requiring extra meetings to be called and extra demands placed on the service.
- Members build up in-depth specialist knowledge regarding the statutory framework and delivery arrangements of a service area which is helpful when scrutinising reports responding to CIW, Estyn, Audit Wales and reports regarding service statutory responsibilities. Experience has shown that Members are more engaged in a committee related to their area(s) of knowledge and interest, which makes for more effective scrutiny, focussed recommendations and better outcomes.

Cons

- Audit Wales have said that the 'Subject' Committees do not provide clear transparency of their remits.

Option 2

Maintain 4 Committees with COSC and three formally themed Committees: 'Education, Social Services and Communities' or similar, to address Audit Wales recommendation. There would need to be consideration of the allocation to each committee to ensure there was an even workload balance. COSC would consider corporate items such as budget, performance and would allocate items on the FWP. This would also address the Audit Wales recommendation to make the roles of the committees more transparent.

Pros

- Addresses the Audit Wales concern regarding transparency of remits of scrutiny committees.
- Four committees replicates the Council's structure providing simple and clear roles and remits where needed, such as for draft budget proposals.
- Members build up in-depth specialist knowledge regarding the statutory framework and delivery arrangements of a service area which is helpful when scrutinising reports responding to CIW, Estyn, Audit Wales and

reports regarding service statutory responsibilities. Experience has shown that Members are more engaged in a committee related to their area(s) of knowledge and interest, which makes for more effective scrutiny, focussed recommendations and better outcomes.

Cons

- Currently we often have topics that are not wholly within the remit of a Directorate, so naming the committees may remove this flexibility for allocating such topics to a single committee in the future. There could be a caveat agreed however that allows a committee to stray slightly into another's' remit in order to consider the item in its entirety.
- If entirely replicating the Directorates, there are some aspects that sit under the Chief Executive's Directorate that would not really fall within the remit of a COSC, the main example being Housing and Homelessness, which has usually been allocated to SOSC 3. This could be overcome however by having a list of service areas under each committee's remit rather than simply replicate the four Directorates. This would also overcome any future issues of service areas potentially moving into a different directorate.
- Could potentially limit where call-ins can be allocated and require additional meetings and resources, unless a caveat is agreed for this.

Option 3

Maintain COSC and reduce to 2 SOSCs where all committees would consider a range of items as prioritised by COSC. There would be a general agreement that Committee 1 incorporates the majority of education items within it in order to assist the Educational Representatives but it would not be exclusively dealing with Education.

Pros

- Members would gain a better overall understanding of service areas across the Council by considering a range of items.

Cons

- Reducing the number of committees means the membership of each committee would potentially increase. Larger committees can lead to less effective scrutiny.
- Members would not build up expertise in a specific area as they would be considering reports on a range of service areas.

Option 4

Maintain COSC and have 2 themed committees. There could be the option of using the CfGS suggestion of 'People' and 'Places'. 'People' would incorporate areas such as Children and Adult's Social Care, Education, and

Community Safety with 'Place' covering areas such as Transport, Environment, Economic Development, Regeneration and Community Services. There would need to be consideration of the allocation to each committee to ensure there was an even workload balance. COSC would consider corporate items such as budget, performance and would allocate items on the FWP. This would also address the Audit Wales recommendation to make the roles of the committees more transparent.

Pros

- Addresses the Audit Wales concern regarding transparency of remits of scrutiny committees.

Cons

- Reducing the number of committees means the membership would potentially increase. This could lead to less effective scrutiny.
- Prioritisation of items for Forward work programming could prove difficult with competing priorities from more than one Directorate and Cabinet Member.
- May limit the capacity to deal with pre-decision items if a number come forward that need to be considered by the same committee.

Option 5

One main scrutiny committee with Working Groups and Research and Evaluation Panels falling out of it.

Pros

- Members could potentially gain a better understanding of a range of service areas across the Council.

Cons

- Would increase the administrative processes with increased time spent setting up and co-ordinating the Panels.
- Members do not get the opportunity to build up an in-depth knowledge basis of a full service area.
- Would require Members to commit to the Panel(s) and Group Leaders would need to ensure their Members were prepared to Chair.

Additional Considerations

- 3.3 There are various factors to consider with each option. There will not necessarily be a reduction in workloads if the committees are reduced. There would need to be an amended schedule of meetings to support all items that need to be considered. A change in the number of committees will also require a review of the membership both to ensure the committee provides effective scrutiny, and to allow a number of Members the opportunity to be involved.

Once a preferred option is established work will be done to consider these issues and others.

- 3.4 Further work will then be needed on the names and remits of the committees. Audit Wales suggested that greater transparency regarding their remit was needed as the naming of the committees as 1, 2, 3 did not help from a public perspective. Officers have considered some possible examples including Corporate Performance and Resources, Education and Young People, Social Care and Wellbeing, People and Wellbeing, Place and Prosperity. There may also be opportunity to align the scrutiny structure with corporate objectives. The final naming and remit will depend on the structure adopted. The setting of remits will also have to have provision for items which overlap committees and a process for dealing with call-in items.
- 3.5 Consideration also needs to be given to how the scrutiny of the Budget process is taken forward. The current system includes a dedicated Budget Research and Evaluation Panel (BREP), plus detailed scrutiny of the draft budget by each individual committee who feed back to COSC to provide recommendations to Cabinet. This process results in an intense period of scrutiny in early January; this is resource intensive for officers and Members and there has been cross party feedback that the sessions are repetitive and overlap in subject matters.
- 3.6 If an option was recommended that maintained COSC as a corporate committee with oversight of the budget it would provide an opportunity to re-look at the budget scrutiny process. An option could be allocating budget scrutiny exclusively to COSC; this could involve a working group being established with representatives from all scrutiny committees and chaired by the Chair of COSC. The group would feedback to COSC. This would reduce duplication and allow for in depth scrutiny to be undertaken throughout the budget setting process with meaningful engagement between Cabinet and Scrutiny.
- 3.7 This option would result in additional responsibilities for the Chair of COSC who would chair the working group. If this agreed Council may want to consider whether the increased workload would result in the post being remunerated. This could be considered further at the AGM.
- 3.8 **Draft Protocol for Effective Scrutiny** – a first draft is at **Appendix 2**. This sets out the expectations of scrutiny members, the Executive and Corporate Management Board.
- 3.9 There has already been improvement in the way the scrutiny FWP is developed. Scrutiny Chairs are clear that items on FWPs need to be aligned with the Council's Wellbeing Objectives and they meet with relevant Corporate Directors to ensure relevant items are brought to Scrutiny. A process has also been developed for referrals from the Governance and Audit Committee to be considered by SOSC's if appropriate.

- 3.10 The development of the FWP will continue with a view to aligning more closely with the Cabinet FWP and the publication of a six-month FWP in line with the Audit Wales recommendation. This will assist in meaningful pre-decision scrutiny on key topics. Pre- decision scrutiny is considered to be the tool which has maximum impact. This allows scrutiny members to act in its “critical friend” role and contribute to the development of policies before a final decision by Cabinet. Effective pre-decision scrutiny may also reduce the need for call-ins, which should be used as a last resort.
- 3.11 It was also recognised that to get the best outcome from scrutiny the committee should be clear on its purpose, scope and focus. This is being developed as part of the FWP where the rationale for considering a topic should be clearly identified and communicated to the officers preparing the report for scrutiny. The committee should be clear which areas they want to focus on and what their objectives are in considering the item. This focus will be reiterated by officers in pre-meetings.
- 3.12 By setting clear focus and objectives there will also be more opportunity to evaluate the scrutiny function. The mechanisms for doing this evaluation will be developed fully when a structure is agreed. Any evaluation will form part of the Annual Scrutiny Report presented to COSC and Council.
- 3.13 The training of all Elected Members is a function of the Democratic Services Committee. However, more tailored options have been identified for scrutiny members including refresher training on ‘Scrutiny - Critical Analysis and Questioning Skills’ and ‘Chairing’, the latter of which is being offered to all of the Authority’s Committee chairs. ‘Local Authority Decision Making Arrangements’ training has also been rolled out via an external provider, covering an overview of LA Governance, as well as roles and responsibilities of Cabinet, Scrutiny and Governance and Audit Committees. It is also planned to take up the WLGA offer of a self-assessment of scrutiny arrangements which is a new two-part Improvement Programme. This, however, might be more effective after some of the changes above have been introduced and will then assist with evaluating and evidencing the impact of Bridgend’s scrutiny arrangements and whether there are areas for further improvement. Other areas for training include social media training for members which is being progressed, on top of regular suggestions and requests from both Members and Senior Officers for briefing sessions and scrutiny related training, such as the new Estyn Framework.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.
- 5.2 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The scrutiny function contributes to the 5 Ways of Working set out in the Well-being of Future Generations (Wales) Act 2015 and how they contribute to the Council developing its own five ways of working, driving and measuring those ways of working.
- 5.3 The scrutiny arrangements assists in the achievement of the Council's 7 Well-being Objectives under the Well-being of Future Generations (Wales) Act 2015, listed below:
1. A County Borough where we protect our most vulnerable
 2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
 3. A County Borough with thriving valleys communities
 4. A County Borough where we help people meet their potential
 5. A County Borough that is responding to the climate and nature emergency
 6. A County Borough where people feel valued, heard and part of their community
 7. A County Borough where we support people to live healthy and happy lives

6. Climate Change Implications

- 6.1 There are no Climate Change Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no Safeguarding and Corporate Parent Implications arising from this report.

8. Financial Implications

- 8.1 Should there be additional remunerated Scrutiny Chairs proposed, this would need to be considered and agreed by Council via amendment to the Schedule of Remuneration and from within the existing Remuneration budget.

9. Recommendation

9.1 It is recommended that the Committee:

Considers the information within this report and consider whether any changes to the current scrutiny arrangements should be recommended to Council;

9.2 Notes and make any comments in relation to work being undertaken in response to the Audit Wales recommendations; and

9.3 Considers the draft Scrutiny Protocol and make any proposed comments and amendments prior to its presentation to Council.

Background documents

None.

Improving Scrutiny - feedback and actions

Huw Rees

03 June 2024

Recommended Actions (1)

1. Draft and agree a protocol for effective scrutiny
2. Document and schedule a revised FWP process
3. Ensure more timely use of pre-decision scrutiny
4. Establish purpose, scope and focus for each scrutiny item
 - Set out in covering reports
 - Use pre-meets to reinforce

Recommended Actions (2)

5. Develop evaluation mechanisms

- Survey Members once a protocol is established (gap analysis)
- Introduce post-scrutiny reflection on practise
- Renew recommendation monitoring and impact evaluation

6. Ensure training and development programmes cover:

- Induction and CPD on effective scrutiny
- Critical analysis, questioning and chairing
- Appropriate use of social media



A word cloud featuring various positive traits and values. The words are arranged in a dense, overlapping manner, with some words being significantly larger than others. The colors of the words include shades of purple, green, blue, and yellow. The words are: Collaborative, Supportive, Impartial, Owned, Positive, Engaging, Constructive, Objective, Respectful, Challenging, Open, Purposeful, Trusting, Cooperative, Focused, Inclusive, Professional, and Transparent.

Collaborative

Supportive

Impartial

Owned

Positive

Engaging

Constructive

Objective

Respectful

Challenging

Open

Purposeful

Trusting

Cooperative

Focused

Inclusive

Professional

Transparent

Protocol - coverage

1. Definition of scrutiny
2. Behaviours and values
e.g. Respectful, constructive etc.
3. Principles
e.g. Aligned, Strategic, Improvement focussed,
Clear purpose, Timely, Objective, non-political
etc.

Protocol - coverage

4. Engagement

e.g. with FWP process, with scrutiny team, regular scheduled briefings, attendance expectations etc.

5. Information sharing (incl. reports)

e.g. Access, Quality, Timeliness, Confidentiality

6. Meeting conduct

e.g. Impartiality, timekeeping, maintaining focus, personal and collective responsibility etc.

Protocol - coverage

7. Recommendations

e.g. Clear purpose and focus, Responses, Timeliness, Monitoring etc

8. Dispute resolution

e.g. adjudication, mediation, roles

Others...?

Effective budget scrutiny = Good governance

- Whole council responsibility - fiduciary duty
- Cabinet – design and deliver a balanced budget (transparently)
- Scrutiny – mechanism for non-executive oversight of budget matters (constructively)

Budget scrutiny – a process not an event

CfPS – “much budget scrutiny focuses on review, in committee, of a draft budget a matter of weeks before it is submitted to full council for approval – this is not an effective way to conduct oversight.”

- An incremental process, and a continuing duty
- Means of building knowledge and understanding with which to scrutinise
- Opportunity to question assumptions, scenarios and options
- Scrutiny cannot fulfil its role if it's not engaged throughout – limits ability to influence changes

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BRIDGEND COUNTY BOROUGH COUNCIL SCRUTINY PROTOCOL

**A Protocol between Scrutiny Members, the Executive
and Corporate Management Board**



This Scrutiny protocol is an agreement between Members and Officers (including the Executive and Corporate Management Board) which provides a commitment to the Council's Overview and Scrutiny function and arrangements to ensure it operates effectively and to the highest possible standard.

This protocol sets out the agreed values and principles of scrutiny for the Council as well as methods for successful engagement and information sharing in order to achieve a collaborative and professional scrutiny process that adds tangible value and assists the Council in achieving its objectives.

The protocol also emphasises appropriate methods of conduct for all parties and how to overcome disputes should they arise.

In adopting the provisions set out in this Scrutiny Protocol, all parties will ensure it is committed to ensuring a positive scrutiny culture that is impartial, respectful and is focused on driving improvement for the benefit of the public and our communities.

Definition of Scrutiny

Scrutiny is a non-political, constructive method of influencing the decisions and policies of the Council and ensuring they are sound, fit for purpose and in the best interests of the public. It provides a platform for positive collaboration between the Executive and all other Members in order to achieve improvement in services, whilst at the same time delivering the accountability and transparency that is so vital in the Council's decision making-process.

1. Principles

1.1 Outcome and Improvement focused

Effective Scrutiny is the responsibility of the whole Council. It is most effective when it is focused and seeks to achieve clear outcomes, where its forward work programme and activities are outcome driven.

Scrutiny drives improvement and needs to act and be seen as a **‘critical friend,’** identifying where decisions could be improved and how to prevent mistakes being made or repeated. Scrutiny is about challenging the accepted ways of doing things and acting as a champion for developing a culture of improvement in the local area.

Overview and scrutiny committees have statutory powers to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. It is recognised that the most influential and positive method of Scrutiny is **pre-decision scrutiny**. Through engagement and work programming activity pre-decision scrutiny can:

- **challenge assumptions and make evidence gathering more robust** - scrutiny can gather evidence and look at projections relating to the impact of the decision – financial, social, economic, environmental – and consider whether those projections and assumptions are objectively justified;
- **develop realistic plans and targets** – scrutiny can help to develop challenging but realistic targets that will be impartial and focused on outcomes rather than output;
- **secure ownership and buy-in to the final decision** – engaging with scrutiny will help the executive to understand the expectations of the wider group of elected councillors and, by extension, the expectations of residents;
- **engage with and satisfy the public** – scrutiny can help the council to understand local needs, through public engagement led by councillors in their community leadership role.

1.2 Strategically aligned – ‘One Council’

To achieve maximum impact from its outcomes, scrutiny must recognise that its activities and FWP should be strategically aligned with that of the whole Council. While the executive should not direct scrutiny’s priorities, scrutiny work will need to reflect at least some of the executive’s priorities in order to ensure that it is adding value.

In order to prioritise items in the Scrutiny Forward Work Programme, Scrutiny Members, the Executive and Senior Officers must take into account:

- **Methods** – the various tools and methods that scrutiny can employ to carry out its work. Choices here can influence prioritisation (and vice versa);
- **Timing** – the right moment for scrutiny will differ from subject to subject and will depend on the topic and the stage it is at. It is vital that this is considered to prevent any time wasted by the Scrutiny Committee, Officers and the Executive and to ensure that when items do come before Scrutiny, there is the opportunity for value to added from the time and effort given by all.

An effective scrutiny work programme will look to incorporate a range of methods and timings.

1.3 Realistic

Having realistic expectations applies to all those involved in the scrutiny process in:

- **Topic choice** – Any chosen topic needs to be one the committee can realistically influence. The Scrutiny criteria attached to this protocol can assist with this and ensure that topics are not too broad, too narrow (such as a ward related issue) and something that the Committee can have a direct and positive influence over.
- **Methods** – All involved in the Scrutiny process must be realistic about what is achievable within the resources available – whether this be the capacity of the Scrutiny Committee, Scrutiny Officer, or the relevant Service Area Officers;
- **Developing realistic plans and targets** – pre-decision scrutiny can help to impartially develop challenging targets that will focus on outcomes (the results of activities) rather than outputs (the activities themselves that help achieve the outcomes). However, whilst an important part of the scrutiny role is providing challenge, Members need to be aware that any targets need to be realistic and practical. To be effective, both sides require the humility to listen and understand in order to collaboratively develop achievable outcomes;
- **Developing Recommendations** – All recommendations should be evidence based and realistic and have account for the financial requirements;
- **Developing the Council's Budget** – A joint understanding of the expectations relating to the budget are paramount, both in terms of Scrutiny Members being realistic about what budget constraints there are and what is actually achievable, as well as realistic expectations placed on Scrutiny Members in their consideration of the budget. Scrutiny Members should trust the information presented to them and understand that the Executive may sometimes have additional information due to their specific roles and responsibilities. Good budget scrutiny recognises the importance of engagement throughout, giving the Scrutiny Members the opportunity to influence changes. It should not, however be used as a method for producing an alternative budget.

1.4 Non-political

Scrutiny membership comes from Elected Members whose insights are a fundamental to review decisions which can be politically contentious. However, **the focus should be on forward thinking and enabling positive outcomes for the residents of Bridgend.** Effective scrutiny should not apportion blame and should not be a forum for political point-scoring.

Formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers. Scrutiny members from all Groups should **adopt an independent mind-set** to ensure they carry out their scrutiny role effectively.

1.5 Clear purpose and Objectives

The purpose of scrutiny is to provide **recommendations for improvement**, so it is important to be clear what the outcome of any item should be. Scrutiny therefore has to

have **clearly defined objectives** from the point they set the items on their FWP. Clear objectives also ensures witnesses can be fully prepared for attending the meeting.

1.5.1 FWP

- It is the responsibility of the Committee to be clear about why topics have been chosen for their FWP and demonstrate, as highlighted above, how they are aligned with the Council's priorities.
- There may be instances where the Cabinet might request scrutiny input on an item, as a form of pre-decision, for example. Again, it is the responsibility of Cabinet to provide evidence of the rationale behind such suggestion, with a clear purpose defined in these requests to enable Scrutiny Members to make an informed decision on whether to add the item to their FWP.
- Scrutiny Chairs, Cabinet Members and CMB have the responsibility of attending FWP planning meeting. These meetings provide a vital role in ensuring the effectiveness of scrutiny as they enable conversations over detail of the FWP, clarifying the exact purpose and information required for each item.
- In order to achieve the best from each Committee meeting, and reduce the need for additional information requests, Cabinet and Officers should ensure that draft reports are received by the scrutiny team in accordance with the report approval schedule. This will ensure that the information contained within the report meets the needs of the Committee in order that they can achieve their intended outcome.

1.5.2 Pre-meetings

Pre-meetings should be attended by all Scrutiny members so that the Committee can agree and define their focus and overall objectives for the meeting and what they expect to achieve as outcomes. It is also essential to enable the Chair to plan and run the meeting effectively and efficiently.

1.5.3 Committee meetings

It is agreed that good planning and objective setting can assist during a Committee meeting in the following ways:

- Targeted Questioning – enabling Scrutiny Members to work towards a common target in their questioning;
- Summing Up - Discussions can then be easily summarised at the end of the meeting and in the minutes, with a focus on actions, post-meeting communication and follow-up work;
- Conclusions and Recommendations - Findings and conclusions can be more easily converted into clear, concrete recommendations at the meeting.

2. Behaviours, values and meeting conduct

2.1 In order for Scrutiny to be effective and focused it must be conducted constructively and respectfully and foster positive working relationships with all participants involved.

Constructive, professional relationships require continued communication between Scrutiny Members, the Council's Executive, Officers, and partners.

2.2 Distinct and defined roles are important to ensure its success and those involved in the Scrutiny process must be mindful of this at all times:

- The Executive should not influence the work of the scrutiny committee;
- The Chair of the scrutiny committee should determine the nature and extent of an Executive member's participation in a scrutiny meeting;
- Scrutiny Members should always act impartial regardless of their political affiliation.
- All Scrutiny Members, the Executive and Officers should approach scrutiny as a 'critical friend' not a de facto 'opposition';
- Any measures to change or strengthen the operation of overview and scrutiny should be considered by all Members. The Executive or senior officers cannot unilaterally change scrutiny's processes.

2.3 Personal and Collective Responsibility

The organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails. Creating a strong organisational culture supports scrutiny work that can add real value. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.

There must be a willingness to work with scrutiny as an equal partner – to engage at a meaningful time, to provide it with all relevant information and to properly consider any recommendations.

There needs to be a recognition that there is a collective responsibility to make scrutiny work.

2.4 The Role of the Chair

The Chair of a scrutiny committee should seek to provide, through strong leadership, a good environment for the constructive challenge of decision-makers. They should foster discussion and encourage all concerned stakeholders to be involved in the process, while ensuring that all opinions are expressed in a constructive manner that contributes to the intended outcomes of the process.

Statutory guidance says the chair should possess the ability to lead and build a sense of teamwork and consensus among committee members.

The chair is also responsible for ensuring that the scrutiny process – within and outside the context of formal committee meetings – is managed in a way that creates a fair and balanced environment, keeping the scrutiny process free from political influence and allowing for the effective scrutiny of all evidence that is produced.

The chair also has a role in ensuring that the constitution, including the member code of conduct and committee procedure rules are complied with.

2.5 Timekeeping

Ultimately it is the Scrutiny Chair's responsibility to manage the agenda in a committee meeting, ensuring the debate remains focused, on track and to time. Preparation is key to ensuring that the time available is used in the most effective manner. Pre-meetings are a useful preparation tool to decide how to conduct the questioning.

In order to keep to time in meetings, Members and Officers should also prioritise and plan any information they need to prepare or read before meetings in order that they can participate fully in the discussion.

In addition, Officers should only provide a short briefing with the key information and detail provided within the report, allowing more time to be spent on analysis and discussion. This is supported by the commitment identified above that the Committee identify a clear and accurate purpose for each item and Officers provide early drafts of reports to the Scrutiny team to ensure the information contained therein fits the needs of the Committee.

Scrutiny Members, the Executive and Senior Officers also have a joint role in ensuring; questions and answers are targeted, appropriate and succinct; Scrutiny meetings are not used as a platform for political statements.

2.6 Managing Disagreement

Effective scrutiny involves looking at issues that can be politically contentious. On occasion the Executive may not agree with the findings or recommendations of a scrutiny committee. Both the Executive and Scrutiny should work together to mitigate this by establishing an open and honest forum for debate.

Scrutiny Chairs take an active role in leading and directing the discussion and managing any disagreement. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

2.6.1 Roles when managing disputes

Where disagreements and disputes do occur within a committee meeting, it is the responsibility of the Chair to try and manage this. All Overview and Scrutiny Chairs should therefore ensure they have attended Chair Skills training. Some useful points to consider when handling conflict include:

- Clarifying objectives and responsibilities
- Promoting understanding on all sides

- Focusing on the rational - facts not feelings
- Generate alternatives
- Defer the issue to another meeting/Research and Evaluation Panel
- Use humour (appropriately!)
- Take a break

It is also the responsibility of the Chair to enforce 'the rules', recognising that all Members and Officers must operate within both a legal and ethical framework. This would include abiding by the Overview and Scrutiny Rules and Procedures as laid out in the Council's constitution, as well as the relevant Member and Officer Codes of Conduct.

Where breaches of the Council's Rules, Procedures or Code of Conduct occur in meetings they should firstly be reported to the Monitoring Officer, (or in their absence, the Deputy Monitoring Officer). The Monitoring Officer can consider the alleged breach and advise on the appropriate course of action if necessary.

The Scrutiny Officer will support overview and scrutiny committees and their members, and provide support and advice to officers and councillors in relation to overview and scrutiny committees.

Similarly, it is part of the function of the Head of Democratic Services to provide support and advice in relation to the functions of the authority's overview and scrutiny committee(s), to members of the authority, members of the executive and officers as well as to promote the role of the authority's overview and scrutiny committee(s).

3 Budget Scrutiny engagement

Effective Budget Scrutiny underpins good governance and is the responsibility and duty of the whole Council where:

- Cabinet design and deliver a balanced budget (transparently); and
- Scrutiny forms the mechanism for non-executive oversight of budget matters (constructively)

Budget Scrutiny should be a continuous engagement process between Scrutiny Members and the Executive.

It is important to remember that effective scrutiny can improve the evidence base for decisions as well as ensuring that decisions are transparent and in accordance with the needs of the local community.

4. Recommendations

Recommendations should be high quality and timely to ensure the impact of Scrutiny is effective and has a meaningful impact.

Scrutiny's engagement in an issue should always be focussed on outcomes and recommendations are the key element. Considering items to be "noted" it is not an effective use of time or resources. Ultimately, Scrutiny in its entirety should be underpinned by having a clear idea about the return on investment of the work it is undertaking.

Recommendations should have a clear focus on outcomes “on the ground”, on a measurable change which you can use to measure the return on investment of the scrutiny work. The focus should be on who benefits, and when?

Recommendations should be evidence-based, specific and realistic enough to be implemented.

Recommendations should be addressed to a specific person or group identifying responsibility for delivering on a recommendation to ensure it is implemented.

Recommendations should be financially realistic. Where a recommendation involves additional expenditure, it may increase the force of the recommendation if funding sources can be recognised, however, it should not be required for scrutiny to fully cost all of its recommendations; this is an issue for the Executive.

Scrutiny Members should be prepared to speak to the Executive, senior Officers and to partners about recommendations where there may be queries, concerns, or to check factual accuracy. However, it must be understood and accepted that the decision as to what recommendations are submitted remains at the absolute discretion of Scrutiny Members. Such discussions can help to ensure that recommendations are more robust and realistic, and ultimately accepted by the Executive, and go on to be implemented.

Open-ended recommendations, where acceptance does not actually commit decision-makers to further action, should be avoided. For example, “The executive should consider...” or “The executive should investigate further...”

Recommendations should not be used to ask for responses to additional queries.

4.1 Responses to recommendations

Recommendations should be prepared and circulated to the relevant Cabinet member and officers at the conclusion of the meeting, and in any event no later than 5 working days following the meeting with a request that responses are returned within 10 working days.

The response to a recommendation from should consist of:

- an acceptance or not of the recommendation. If the recommendation is not accepted / partially accepted the rationale should be clearly set out.
- if accepted a timetable of actions should be set out with a view to formal review of progress within a defined period.

The response to the recommendations will be reported back to the scrutiny meetings within at one of the next two meetings.

Scrutiny will monitor and evaluate recommendations once they are implemented following updates from the relevant Cabinet member / Officer.

Formal recommendations reported to a Cabinet meeting will be responded to within two months of them being made. The relevant Scrutiny Chair will attend Cabinet to present the recommendations and answer any questions that arise.

5. Evaluating Scrutiny

Being able to articulate scrutiny's "value added" is important to contribute to the development of a culture where scrutiny is welcomed and encouraged. Positive impacts of scrutiny should also be celebrated as contributing to sound decision-making and good governance.

Scrutiny Members, the Executive and Senior Officers will regularly be engaged as to their views on Scrutiny as part of a self-evaluation process. The Scrutiny protocol itself will also be regularly reviewed to ensure it is kept up to date and reflects the current Scrutiny processes and practices.

This information will be used to prepare the Statutory Annual Report on Scrutiny.

6. Commitments of Scrutiny Members, the Executive and Corporate Management Board

- A commitment to upholding democratic principles of transparency, accountability, and inclusivity;
- A commitment to the scrutiny process as an integral element of good governance;
- A commitment from all involved in scrutiny to work as equal partners with respect for each role involved to ensure it is effective;
- A commitment to ensure Scrutiny is non-political, impartial and strives to be a positive, helpful and collaborative process of the Council;
- A commitment to collaborative working and planning that focuses on realistic, timely outcomes and improvements;
- A commitment to self-evaluation and positive improvement of the Scrutiny process that centres on enhancing its impact for the benefit of the public and the community.

Table for Signatures and Date.....etc

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	FORWARD WORK PROGRAMME UPDATE
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY
Policy Framework and Procedure Rules:	The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.
Executive Summary:	<p>The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</p> <p>The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.</p> <p>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, note the Recommendations Monitoring Action Sheet for this Committee and the Forward Work Programmes for each of the Subject Overview and Scrutiny Committees.</p> <p>The Committee is also asked to receive any recent Regulatory reports as recently reported to Governance and Audit Committee (GAC) and to consider and identify any</p>

	<p>areas of concerns that the Committee want to add to their Forward Work Programme.</p> <p>The Committee is asked to consider a referral from GAC and consider whether or not to add items to the Committee's Forward Work Programme, having regard to the scrutiny selection criteria set out in the report.</p>
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1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the Forward Work Programme attached as **Appendix A** for consideration and approval;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the scrutiny selection criteria;
- d) Present the Recommendations Monitoring Action Sheet for this Committee attached as **Appendix B** to track responses to the Committee's recommendations made at previous meetings;
- e) Present the Forward Work Programmes for the Subject Overview and Scrutiny Committees attached as **Appendices C, D and E** following consideration in their respective Committee meetings;
- f) To receive any recent Regulatory reports as recently reported to Governance and Audit Committee (GAC) and to consider and identify any areas of concerns that the Committee want to add to their Forward Work Programme;
- g) Present the referral from GAC for the Committee to consider whether or not to add items to the Committee's Forward Work Programme, having regard to the scrutiny selection criteria.

2. Background

- 2.1 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 2.2 The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.

Best Practice / Guidance

- 2.3 The Centre for Governance and Scrutiny's (CfGS) Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.
- 2.4 Forward Work Programmes need to be manageable to maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 2.5 The CfGS's guide to effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:
'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'

3. Current situation / proposal

Corporate Overview and Scrutiny Committee Draft Forward Work Programme

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 15 May 2024, the standing statutory reports to this Scrutiny Committee of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a draft Forward Work Programme.
- 3.2 The draft outline Forward Work Programme for each Scrutiny Committee have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
 - Directorate Business Plans;
 - Previous Scrutiny Committee Forward Work Programme report topics / Minutes;
 - Committee / Member proposed topics;
 - Policy Framework;
 - Cabinet Work Programme;
 - Discussions with Corporate Directors;
 - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals considered in January 2025, following which the Committee coordinated the conclusions and recommendations from each of the Subject Overview and Scrutiny

Committees in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet on 4 February 2025.

- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee reported and any updated information gathered from Forward Work Programme meetings with Corporate Directors.
- 3.5 The Subject Overview and Scrutiny Committee Draft Forward Work Programmes will be reported to the next meeting of COSC, with the comments from each respective Subject Overview and Scrutiny Committee for coordination and oversight of the overall Forward Work Programme. The SOSC Forward Work Programmes will be included in the standing Forward Work Programme Update report from then on with any feedback from each SOSC meeting included.

Identification of Further Items

- 3.6 The Committee are reminded of the Criteria Form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to maximise the impact scrutiny can have on a topic and the outcomes for people. Criteria which can help the Committee come to a decision on whether to include a referred topic, are set out below:

Recommended Criteria for Selecting Scrutiny Topics:

PUBLIC INTEREST:	The concerns of local people should influence the issues chosen for scrutiny;
ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and add value to;
PERFORMANCE:	Priority should be given to the areas in which the Council is not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough, or a large number of the Authority's service users or its population;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Reasons to Reject Scrutiny Topics:

- The issue is already being addressed / being examined elsewhere and change is imminent.
- The topic would be better addressed elsewhere (and can be referred there).
- Scrutiny involvement would have limited / no impact upon outcomes.
- The topic may be sub-judice or prejudicial.
- The topic is too broad to make a review realistic and needs refining / scoping.
- New legislation or guidance relating to the topic is expected within the next year.
- The topic area is currently subject to inspection or has recently undergone substantial change / reconfiguration.

Corporate Parenting

- 3.7 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent', therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.
- 3.8 In this role, it is suggested that Members consider how each item they consider affects care experienced children and young people, and in what way can the Committee assist in these areas.
- 3.9 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet Committee Corporate Parenting and particularly any decisions or changes which they should be aware of as Corporate Parents.
- 3.10 The Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.
- 3.11 The Recommendations Monitoring Action Sheet to track outstanding responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.
- 3.12 The Forward Work Programmes for the Subject Overview and Scrutiny Committees are attached as **Appendices C, D and E** for coordination and oversight of the overall Forward Work Programme.
- 3.13 The Committee is asked to acknowledge receipt of the following Regulatory reports as recently reported to GAC and to consider and identify any areas of concern that the Committee want to add to their FWP:
- a. [Financial Sustainability Review – Bridgend County Borough Council](#) dated August 2024.
 - b. [Setting up Wellbeing Objectives - Bridgend County Borough Council](#) dated November 2024.
 - c. [Financial Sustainability of Local Government](#) dated December 2024.

- 3.14 As agreed between the Chair of GAC and Scrutiny Chairs in order to develop collaborative working arrangements, the Committee is also asked to consider the referral from GAC as set out below and whether any aspect of this item should be added to the Committee's Forward Work Programme:

a) 30 January 2025

In response to the request by the Democratic Services Manager in regard to the referral at the last meeting of the Committee in November 2024, that the Wales Penalty Processing Partnership (WPPP) be referred to the relevant scrutiny committee, the Chair indicated that this was a service provided to a consortium of councils by one local authority, Denbighshire County Council, and Members wanted to know if there were other options, as well as who was responsible for quality assurance and monitoring, and whether this was the most cost effective way of providing the service.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The Protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
- Integration - The report supports all the wellbeing objectives.
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service and Elected Members.
- Involvement - Advanced publication of the Forward Work Programme ensures that stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

5.2 When setting its Forward Work Programme, the Committee should consider how each item they propose to scrutinise assists in the achievement of the Council's 7 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015** as follows :-

1. A County Borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard and part of their community
7. A County Borough where we support people to live healthy and happy lives

6. Climate Change Implications

6.1 The Committee should consider how each item they scrutinise affects climate change, the Council's Net Zero Carbon 2030 target and how it meets the Council's commitments to protect and sustain the environment over the long term. There are no Climate Change Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 The Committee should consider how each item they scrutinise affects care experienced children and young people, and in what way the Committee can assist in these areas. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. There are no Safeguarding and Corporate Parent Implications arising from this report.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is recommended to:

- a) Consider and approve the Forward Work Programme for this Committee in **Appendix A.**
- b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend.
- c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report.

- d) Note the Recommendations Monitoring Action Sheet in **Appendix B** to track outstanding responses to the Committee's recommendations made at previous meetings;
- e) Note the Forward Work Programmes for the Subject Overview and Scrutiny Committees attached as **Appendices C, D and E** following consideration in their respective Committee meetings;
- f) Receive the recent Regulatory reports as recently reported to GAC and to consider and identify any areas of concerns that the Committee want to add to their Forward Work Programme;
- g) Consider the referral from GAC and whether or not to add items to the Committee's Forward Work Programme, having regard to the Scrutiny selection criteria in paragraph 3.6 of this report.

Background documents

None.

Corporate Overview and Scrutiny Committee
2024-25 Forward Work Programme

Monday 25 July 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Revenue Budget Outturn 2023-24		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy
Budget Monitoring 2024-25 – Quarter 1 Revenue Forecast		As above
Quarter 4 Performance 2023-24		As above plus: Head of Partnership Services Corporate Policy and Public Affairs Manager; Corporate Performance Manager;
Corporate Self-Assessment 2023-24		As above plus: Corporate Policy and Public Affairs Manager; Corporate Performance Manager.
Corporate Parenting Champion Nomination		N/A
Nominations to the Joint Overview and Scrutiny Arrangements following Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg		N/A

Monday 9 September 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Verbal Presentation by Cabinet Members of an Overview of their Strategic Direction and Priorities for the Coming Year		<u>All Cabinet Members</u>
Information Report - Corporate Plan Targets 2024/25		N/A
Director of Social Services Annual Report 2023/24		<u>Cabinet Member</u> Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing.

APPENDIX A

		<u>Officers</u> Corporate Director - Social Services and Wellbeing. Head of Adult Social Care Head of Children and Family Services. Group Manager - Prevention and Wellbeing. Group Manager – Commissioning. Group Manager - Business Strategy, Performance & Improvement.
Scrutiny Annual Report 2022/23 & 2023/24		N/A

Thursday 24 October 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Cwm Taf Morgannwg Public Services Board (PSB) and Joint Overview and Scrutiny Committee (JOSC)	Update from PSB Officers in response to COSC comments form 24 July 2024	<u>PSB Officers</u>
Budget Monitoring 2024-25 – Quarter 2 Revenue Forecast		<u>All Cabinet Members</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy

Monday 16 December 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Quarter 2 Performance Report 2024-25		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Corporate Policy and Public Affairs Manager; Corporate Performance Manager; Head of Partnership Services; and Group Manager – Human Resources and Organisational Development.

APPENDIX A

Wednesday 15 January 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Draft Medium Term Financial Strategy 2025-26 to 2028-29 and Budget Proposals		<p>Cabinet Members Leader of the Council; Deputy Leader of the Council and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance;</p> <p>Officers Chief Executive; Chief Officer Finance, Housing and Change; Chief Officer Legal and Regulatory Services, HR & Corporate Policy;</p> <p>Deputy Head of Finance; Head of Partnership Services; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate</p>

Tuesday 28 January 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Scrutiny Recommendations on Medium Term Financial Strategy 2025-26 to 2028-29 and Draft Budget Consultation Process		<p>Cabinet Member Cabinet Member for Finance and Performance</p> <p>Officer Chief Officer - Finance, Housing and Change</p>
Capital Strategy 2025-26 onwards		<p>Cabinet Members Leader of the Council; Cabinet Member for Finance and Performance;</p> <p>Officers Chief Officer Finance, Housing and Change; and Group Manager – Chief Accountant</p>
Budget Monitoring 2024-25 – Quarter 3 Revenue Forecast		<p>All Cabinet Members</p> <p>Officers Chief Executive; Chief Officer – Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy</p>

APPENDIX A

Monday 17 March 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Quarter 3 Performance Report 2024-25		<p><u>All Cabinet Members</u></p> <p><u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director - Education and Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Corporate Policy and Public Affairs Manager Corporate Performance Manager; Head of Partnership Services; and Group Manager – Human Resources and Organisational Development.</p>
Corporate Plan Delivery Plan Review 2025-26		<u>As above.</u>
Disabled Facilities Grants		<p><u>Cabinet Member</u> Cabinet Member for Regeneration, Economic Development and Housing</p> <p><u>Officers</u> Chief Officer - Finance, Housing and Change; Head of Partnerships and Housing.</p>
Scrutiny Review		N/A

2025-26 Draft Forward Work Programme

Monday 30 June 2025 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Election of Chairperson		N/A
Revenue Budget Outturn 2024-25		<p><u>All Cabinet Members</u></p> <p><u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy</p>
Corporate Plan Delivery Plan		As above.
Corporate Parenting Champion Nomination		N/A
Nominations to the Joint Overview and Scrutiny Arrangements following Transition to a Single		N/A

APPENDIX A

Public Services Board (PSB) for Cwm Taf Morgannwg		
Forward Work Programme Update		N/A

Thursday 24 July 2025 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2025-26 – Quarter 1 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</u> Chief Executive; Chief Officer - Finance, Housing and Change; Corporate Director – Education, Early Years and Young People; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy
Quarter 4 / Year End Performance 2024-25		As above plus: Head of Partnership Services Corporate Policy and Public Affairs Manager; Corporate Performance Manager;
Corporate Self-Assessment 2024-25		As above plus: Corporate Policy and Public Affairs Manager; Corporate Performance Manager.

Reports to be Scheduled

Report Topics	Any Specific Information Requested	Invitees
Digital Strategy Review		TBC
Engagement and Participation Strategy Action Plan	Update to be provided within 12 months	TBC
Workforce Strategy Monitoring Action Plans	To monitor progress / implementation of Action Plans	<u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance; <u>Officers</u> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; Group Manager – Human Resources Organisational Development
Five Point Action Plan	Update on implementation and actions to date	TBC
Cessation of Ukrainian Refugee Host Sponsorship	Information report	N/A

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2024-25

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
9 September 2024	Director of Social Services Annual Report 2023/24	The Committee requested that the Recovery Plan considered by the Social Services Improvement Board be circulated to Members of the Committee.	Corporate Director - Social Services and Wellbeing/ Scrutiny.	Circulating for response. Chased.	
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	In addition to the usual winter challenges, the Committee expressed concern regarding the potential impact on social services, arising from the disruption at Princess of Wales Hospital while essential maintenance takes place. In particular, concern was expressed regarding pressures on the workforce including additional travelling time required and pressures relating to the decision making and payment of top up fees. The Committee therefore recommended that the situation needed to be carefully monitored and that a report be provided, as appropriate, to Corporate Overview and Scrutiny Committee or Subject Overview and Scrutiny Committee 2.	Chair / Officers / Scrutiny	ACTIONED - SOSC 2 on 23 Sept 2024 received a report on Community Rehabilitation Team Package of Care Delays	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee expressed concern regarding the risk that next year, many schools could have deficit budgets of over 5% which require a deficit recovery plan, as schools' budgets are being based on this year's figures and not taking account of further indicative budget reduction proposals for 2025-26. The Committee therefore recommended that future reports relating to the budget include projected deficit figures for schools accordingly.	Chief Officer – Finance, Performance and Change / Corporate Director - Education, Early Years and Young People	Circulating for response. Chased.	
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee recommended that the next quarterly report include details of the actions taken by Cabinet and the Corporate Management Board, to find the full required savings in respect of non-essential recruitment and expenditure.	Corporate Management Board	Circulating for response. Chased.	
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee requested additional information on how the Council compared with other local authorities in Wales in the delivery of services, including temporary accommodation, for the homeless.	Chief Officer – Finance, Performance and Change / Head of Partnerships and Housing	ACTIONED - response and information circulated 11 March 2025.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee requested additional information on how many individuals and households are being housed in temporary accommodation by the Council.	Chief Officer – Finance, Performance and Change / Head of Partnerships and Housing	ACTIONED - response and information circulated 11 March 2025.	Follow link here
24 October 2024	Budget Monitoring 2024-25 - Quarter 2 Revenue Forecast	The Committee requested additional information on the funding arrangements with, and the steps being undertaken to ensure fair contributions from, partner organisations, including the Health Board, for the provision of residential placements and the delivery of social care.	Corporate Director – Social Services and Wellbeing	Circulating for response. Chased.	
24 October 2024	Forward Work Programme Update	The Committee expressed concern regarding the significant projected overspend in learner support and additional learning needs and the costs of providing the related statutory home to school transport. The Committee recommended that the Subject Overview and Scrutiny Committee 1 request a report to explore whether alternative models of delivering these services could contribute to cost savings.	Chair / Officers / Scrutiny	ACTIONED - Referred to SOSC 1 and the matter explored in the MTFS 2025-26 to 2028-29 and further recommendations made.	https://democratic.bridgend.gov.uk/ieListDocuments.aspx?Clid=141&MId=4691

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
16 December 2024	Quarter 2 Performance 2024-25	The Committee welcomed the commitment from the Chief Executive, Corporate Directors and Officers that the number and focus of Wellbeing Objectives would be reviewed and that there would be an exercise to determine the most important Performance Indicators/Commitments, those which should remain and whether any should be removed or amended. The Committee recommended that in order to provide measurable assurances, the narratives contained in the dashboard should provide more detail, including, for example, any specific funding, progress on projects or initiatives.	CMB	ACTIONED – response and information circulated 3 February 2025.	Follow link here
16 December 2024	Quarter 2 Performance 2024-25	The Committee recommended that for future in-year Performance Reports, an asterisk or some other marker be added to any Performance Indicator that is identified to be deleted after the annual meeting of full Council.	Corporate Policy and Performance Manager / Corporate Performance Manager	ACTIONED – response and information circulated 3 February 2025.	Follow link here
16 December 2024	Quarter 2 Performance 2024-25	The Committee recommended that consideration should be given to the timeliness of scheduling	Corporate Policy and Performance	ACTIONED – response and information	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		future Performance Reports, highlighting that the Committee was being asked to consider the Authority's Quarter 2 Performance almost at the end of Quarter 3.	Manager / Corporate Performance Manager	circulated 3 February 2025.	
16 December 2024	Quarter 2 Performance 2024-25	The Committee recommended that following the appointment of a new Chief Executive, their view of how they envisage future Performance reporting, be sought.	CMB	ACTIONED – response and information circulated 3 February 2025.	Follow link here
16 December 2024	Quarter 2 Performance 2024-25	<p>The Committee considered that the performance of Disabled Facilities Grants (DFG) represented a corporate risk and recommended the following for future reporting of DFGs:</p> <ul style="list-style-type: none"> a. The reporting target show data attributed to legacy cases and data attributed to new applications separately, as well as showing the amalgamated data already contained in performance reports. b. That the target of 210 days be revisited and consideration given to a less aspirational and more 	Corporate Policy and Performance Manager / Head of Partnerships and Housing	ACTIONED – response and information circulated 3 February 2025.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		achievable and measurable on a quarterly basis.			
16 December 2024	Quarter 2 Performance 2024-25	<p>The Committee recommended that meetings be convened between local Members and specialist Officers, on a 6 or 12 monthly basis, to discuss, understand and feed into major projects and strategies relevant to the area/ward that they represent.</p> <p><u>Further Context:</u> This recommendation was made following discussions regarding Wellbeing Objective 3, a County Borough with thriving valleys communities, and that the Committee were content to start the process involving the 3 valleys and the 13 Councillors that represent those areas.</p>	Corporate Director - Communities	ACTIONED – response and information circulated 3 February 2025.	Follow link here
16 Dec 2024	Quarter 2 Performance 2024-25	The Committee recommended that the recommendations from Practice Reviews (now known as Single Unified Safeguarding Reviews) undertaken by Cwm Taf Morgannwg Safeguarding Board be included on the Regulatory Tracker which is reported to	Corporate Director – Social Services and Wellbeing / Corporate Policy and Performance Manager	ACTIONED – response and information circulated 3 February 2025.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		Governance and Audit Committee for monitoring.			
16 December 2024	Quarter 2 Performance 2024-25	In relation to the retendering exercise being undertaken for the redevelopment of Porthcawl Pavilion, the Committee requested a response from the Corporate Director for Communities and the Cabinet Member for Regeneration, Economic Development and Housing in relation to the following: a) whether the reasons for the unsuccessful first contract have been properly analysed and lessons learned. b) whether the retendering exercise is ongoing and, if so, when is it anticipated it will be complete; and c) whether they are confident that the situation will not arise again.	Corporate Director - Communities	ACTIONED – response and information circulated 3 February 2025.	Follow link here
16 December 2024	Quarter 2 Performance 2024-25	The Committee requested an information report detailing the uptake of Flying Start support, the progress of the rollout of the programme to other areas	Corporate Director – Education, Early Years and Young People	ACTIONED – response and information circulated 3 February 2025.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		including detail of why they have been chosen and an update on the current and new settings.			
16 December 2024	Forward Work Programme Update	The Committee discussed the Council's response to the recent storm, Darragh, expressing concern about the increasing pattern of storms hitting the UK and recommended that the Subject Overview and Scrutiny Committee 3 request a report to explore the Council's preparedness to respond to storms and adverse weather, preventative measures against foreseeable damage and the impact of adverse weather and any fallout (e.g. loss of power) on vulnerable residents. The Committee recommended that the report should have invitees from Communities and Social Services.	Scrutiny / SOSC 3	Scrutiny to action in Forward Work Planning meeting with Scrutiny Chair and Corporate Director.	Actioned
16 Dec 2024	Forward Work Programme Update	The Committee expressed grave concerns regarding the performance of Disabled Facilities Grants and considered that it represented a significant corporate risk to the Council. The Committee therefore recommended that Disabled Facilities Grants be	Scrutiny / Scrutiny Chairs	ACTIONED – Report on Disabled Facilities Grants being reported to meeting of the Committee on 17 March 2025.	Follow link here

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		added to the Committee's Forward Work Programme as soon as possible. The Committee agreed that the scheduling of the Item would be discussed between Scrutiny Chairs with Scrutiny Officers.			
15 Jan 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee made recommendations and requested additional information.	Scrutiny/ Chair of COSC	ACTIONED - Recommendations formally reported to Cabinet on 4 February 2025 for consideration and response. Response from Cabinet on 18 February 2025.	https://democratic.bridgend.gov.uk/ieListDocuments.aspx?Clid=141&MId=4691 Follow link here
15 Jan 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee recommended that a letter be sent on behalf of the Committee to Welsh Government and the UK Government regarding the following: a. expressing that national policy commitments resulting from legislative changes should be fully funded both in terms of capital funding and ongoing revenue	Chair/ Scrutiny	Being actioned	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		<p>funding including a commitment to fund employer national insurance payments for individuals employed by agencies who provide services to the Council which currently results in a £1.5m cost pressure; and</p> <p>b. expressing concern regarding the repeated lateness of the settlement and requesting a commitment to bring forward the settlement date and to request that consideration be given to providing indicative multi-year settlements.</p>			
15 Jan 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee recommended that a letter be sent on behalf of the Committee to Welsh Government and the Department for Work and Pensions strongly recommend that they implement auto-enrolment of individuals to all benefits to which they are eligible/entitled when they apply for another benefit.	Chair/ Scrutiny	Being actioned	
15 Jan 2025	Medium Term Financial Strategy 2024-25 to 2027-28	With reference to the budget reduction proposal, CEX 6, the Committee recommended that a letter be sent on behalf of the Committee to the Police and Crime Commissioner to ascertain her	Chair/Scrutiny	Letter sent – response awaited	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		reliance on the CCTV service created and managed by the Council and whether the Police and Crime Commission's contribution to CCTV has been cut and requesting a response prior to the next meeting of the Committee on 28 January 2025.			
15 Jan 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee requested Officer responses as to whether the population growth in the county borough was creating more demand in specific areas, e.g. whether families with children with special needs were moving into the area to take up the offer of in-county special schools offer or whether older people were relocating to the area.	Chief Executive	Circulating for response	
15 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee requested a copy of the report being presented to the Shared Regulatory Services Joint Committee at the end of January 2025 to assist the Committee in identifying statutory and non-statutory services provided by Regulatory and Corporate Services.	Chief Officer – Legal and Regulatory Services, HR and Corporate Policy	Circulating for response.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
15 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28	The Committee requested a written response setting out: <ul style="list-style-type: none">a. the value of the Council's borrowing liability benchmark;b. the Council's current level of borrowing;c. whether the Council can increase its borrowing to support capital projects; andd. clarification as to whether external borrowing below the liability benchmark indicates a borrowing requirement and whether external borrowing above the liability benchmark indicates an over-borrowed position.	Chief Officer – Finance, Housing and Change.	ACTIONED – response and information circulated 27 January 2025.	
15 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28	<u>Budget Reduction Proposals - CEX 6</u> The Committee requested : <ul style="list-style-type: none">a. a map of the CCTV locations;b. information regarding which service areas benefit from the CCTV, i.e. does it cover out of hours, alarm	Head of Partnerships and Housing	ACTIONED – response and information circulated 27 January 2025.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		<p>monitoring for Council buildings, RSLs, etc.;</p> <p>c. confirmation of other service areas who could benefit from use of the CCTV but do not yet do so;</p> <p>d. granular detail setting out what the sum of the saving of £444k entails;</p> <p>e. clarity on the Crime and Disorder Act 1998 as to where the statutory responsibility for the CCTV lies and who are mandated partners including whether Town and Community Councils are considered statutory partners under the Act;</p> <p>f. that the narrative in the budget reduction proposal be amended to reflect whether the saving related to removal of the service or a review seeking contributions from statutory partners in order to maintain the CCTV service.</p>			

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee made recommendations and requested additional information.	Scrutiny/ Chair of COSC	ACTIONED - Recommendations formally reported to Cabinet on 4 February 2025 for consideration and response. Response from Cabinet on 18 February 2025.	https://democratic.bridgend.gov.uk/ieListDocuments.aspx?Clid=141&MId=4691 Follow link here
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee expressed concern regarding the perceived discrepancy between the Welsh Government promoting a 4% investment in education and Bridgend proposing a 1% cut to school budgets. The Committee were advised that Bridgend's allocation from the additional Welsh Government funding for education in Wales equated to around £10.8m. The Committee requested a copy of the letter from the Cabinet Secretary for Education detailing the breakdown of this allocation referred to by the Corporate Director – Education, Early Years and Young People.	Corporate Director – Education, Early Years and Young People	Circulating for response.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee expressed concern regarding the impact of falling pupil roll numbers on funding for schools and requested the pupil numbers on roll for past years and a projection of future numbers including the Pupil Admission Number (PAN) for each school.	Corporate Director – Education, Early Years and Young People	Circulating for response.	
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee requested a written response providing an estimated value of the revenue lost, at the Rhiw Car Park, as a result of the car park barrier remaining up all day.	Chief Officer – Finance, Housing and Change / Corporate Director - Communities	Circulating for response.	
28 January 2025	Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process	The Committee were advised that the Council's charging regime for car parking, including the free parking offers, were being reviewed. The Committee requested that the Subject Overview and Scrutiny Committee 3 consider requesting a report detailing the outcome of the exercise referred to above and that such report demonstrates the difference in revenue between the free parking period and a full charging model.	Scrutiny / SOSC 3	Scrutiny to action in Forward Work Planning meeting with Scrutiny Chair and Corporate Director.	Actioned

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
28 January 2025	Budget Monitoring 2024-25 - Quarter 3 Revenue Forecast	Whilst discussing significant overspends in some services, the Committee expressed concern that the Council's projected overall underspend position masks significant overspends in some areas and recommended that the Authority should continue the push to try to reduce and address these overspends.	Chief Officer – Finance, Housing and Change /	Circulating for response	
28 January 2025	Budget Monitoring 2024-25 - Quarter 3 Revenue Forecast	The Committee expressed concern that the White Paper from Welsh Government regarding home to school transport is still awaited and the impact being a significant recurring overspend on service provision. The Committee recommended that transformation of the service was required and that there needed to be work and education around the public bus network. The Committee also expressed concern, that a Welsh Government review of bus network services and franchising will commence in North Wales so that a review of Bridgend is not scheduled for at least two years.	Corporate Director – Education, Early Years and Young People	Circulating for response	
28 January 2025	Budget Monitoring	The Committee expressed concern regarding the significant increase	Corporate Director –	Circulating for response	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
	2024-25 - Quarter 3 Revenue Forecast	<p>in demand for learners with additional learning needs (ALN) driving the overspend position in this area and queried whether the reasons for the increase in demand and the projected likely demand for ALN services were sufficiently understood.</p> <p>The Committee requested a copy of the Estyn review report referred to by the Corporate Director – Education, Early Years and Young People regarding the Additional Learning Needs and Education Tribunal (Wales) Act 2018 which considered some areas of learning needs and support required for learners and which provided a helpful summary of themes from a number of schools across Wales.</p>	Education, Early Years and Young People		
28 January 2025	Budget Monitoring 2024-25 - Quarter 3 Revenue Forecast	The Committee discussed legacy issues from the pandemic impacting on pupil behaviour leading to an increase in exclusions and the significant increase in demand for ALN provision, expressed concern that the increase in demand may not be solely due to pandemic and asked	Scrutiny / SOSC 1	Scrutiny to action with Chair of SOSC 1 in Forward Work Planning meeting with Chair and Corporate Director.	

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome	Response
		<p>whether further work was necessary to fully understand all of the reasons driving the increase in demand and overspend in ALN services.</p> <p>The Committee were advised that educational specialists in Welsh Government were undertaking a detailed piece of work looking at the reasons for the additional demand and requested that the Subject Overview and Scrutiny Committee 1 consider requesting a report detailing the outcome of the exercise referred to above, when available, or to include it in the report on Behaviour scheduled to that Committee, as appropriate.</p>			

Subject Overview and Scrutiny Committee 1
2024-25 Forward Work Programme

18 July 2024 at 11.00am		
Report Topic	Information Required / Committee's Role	Invitees
Home-to-School/College Transport Policy	<p>Outcome of the HTST policy public consultation. To include aspects relating to:</p> <ul style="list-style-type: none"> • Safe routes to schools • Implications of revised LDP • School catchment areas • Pupils' admission numbers • New school builds 	<p><u>Cabinet Members</u> Cabinet Member for Education and Youth Services.</p> <p><u>Officers</u> Corporate Director for Education, Early Years and Young People. Head of Education and Family Support Group Manager (Strategy, Performance and Support)</p> <p><u>Headteacher Nominees</u> Headteacher Maesteg Comprehensive Headteacher Nottage Primary</p>

Monday 16 th September 2024 at 11.00am –		
Report Topics	Information Required / Committee's Role	Invitees
Education, Early Years and Young People Directorate Strategic Plan 2023-26 Update	<p>To include update on ALN and Budget implications from 2024-25</p>	<p><u>Cabinet Members</u> Cabinet Member for Education and Youth Services.</p> <p><u>Officers</u> Corporate Director for Education, Early Years and Young People.</p> <p><u>Headteacher Nominees</u> Headteacher Brackla Primary School and Chair of Primary Federation Headteacher Pil Primary School Headteacher Brynteg Comprehensive</p>

APPENDIX C

Monday 18 th November 2024 at 11.00am		
Report Topics	Information Required / Committee's Role	Invitees
Pupil Attendance	To include the consistent themes / concerns regarding pupil non-attendance in schools and the support in place.	<p><u>Cabinet Members</u> Cabinet Member for Education and Youth Services.</p> <p><u>Officers</u> Corporate Director for Education, Early Years and Young People. Head of Education and Family Support Group Manager, Early Years and Young People Interim Manager of Education Engagement Team Group Manager, Learner Support</p> <p><u>Central South Consortium</u> Principal Improvement Manager</p> <p><u>Headteacher Nominees</u> Headteacher Coety Primary School Assistant Headteacher Ysgol Gyfun Llangynwyd</p>

Thursday 16 th January 2025 at 11.00am		
Report Topics	Information Required / Committee's Role	Invitees
<p>Medium Term Financial Strategy 2025-26 to 2028-29</p> <p>And</p> <p>Draft Terms of Reference for School Improvement Research Evaluation Panel</p>	Pre Decision	<p><u>Cabinet Members</u> Leader of Council Deputy Leader of Council and Cabinet Member for Social Services, Health and Wellbeing Cabinet Member for Finance and Performance Cabinet Member for Education and Youth Services</p> <p><u>Officers</u> Chief Executive Chief Officer, Legal & Regulatory Services, HR & Corporate Policy Chief Officer, Finance, Housing & Change Corporate Director for Education, Early Years and Young People.</p> <p><u>Headteacher Nominees</u> Chair and Vice Chair of the Schools Budget Forum</p>

APPENDIX C

Monday 31st March 2025 at 11.00am		
Report Topics	Information Required / Committee's Role	Invitees
School Modernisation Programme		<u>Cabinet Members</u> Cabinet Member for Education and Youth Services. <u>Officers</u> Corporate Director for Education, Early Years and Young People. <u>Headteacher Nominees – TBA</u>

Thursday 8th May 2025 at 11.00am		
Report Topics	Information Required / Committee's Role	Invitees
Behaviour, Exclusions and Attendance (update)	<p>Include an update on Keeping Learners Safe requested by Members.</p> <p>Committee requested the following invitees be invited:</p> <ul style="list-style-type: none">- Secondary school headteachers- Invitation be sent to Ysgol Bryn Castell- Health Board- Youth Council <p>A member within the Additional Learning Needs (ALN) provision team that specifically deals with and supports children with behavioural difficulty.</p>	<u>Cabinet Members</u> Cabinet Member for Education and Youth Services. <u>Officers</u> Corporate Director for Education, Early Years and Young People. <u>CSC</u> <u>Headteacher Nominees - TBA</u> <u>External</u> Health Board Youth Council

Potential Items to be scheduled.

- ALN Provision and Implementation Update
- Review of school improvement services
- Review of post inspection plan
- School mergers
- Nursery Provision
- Safeguarding
- Future School Improvement Arrangements

Members briefing sessions.

- New Estyn Inspection Framework / Local Government Education Services (LGES)
- Reporting of learner and pupil attainment outcomes - Session to be held to update Members on recommencing of reporting exam results.
- School Safeguarding Audits – Summary
- Update on Effective School Governing Bodies – Support and funding. Invitation to be extended to Governors Association.

Information reports to be provided.

- English Language School's catchment areas / capacity
- Appointment of Local Education Authority (LEA) governors – Policy and rules - Criteria and procedure for the appointment and removal of local authority school governors'
- Corporate performance

Proposed Panel

- School Improvement Research and Evaluation Panel (REP)

Subject Overview and Scrutiny Committee 2
2024-25 Forward Work Programme

Monday 8 July 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Building on Strengths, Improving Lives – A Three-Year Plan for Sustainable Care and Support for Adults in Bridgend County Borough Council.	<p>Pre-decision.</p> <p>The purpose of the report is to provide Members of the Committee with an opportunity to scrutinise the three-year plan for sustainable care and support for adults in Bridgend County Borough Council.</p>	<p><u>Cabinet Member</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing.</p> <p><u>Officers</u> Corporate Director – Social Services and Wellbeing; and the Head of Adult Social Care; and Head of Adult Social Care; Social Work Lead in Adult Social Care; Group Manager - Direct Care Provider Services; Group Manager - Integrated Cluster Network Service; Group Manager - Learning Disability, Mental Health, and Substance Misuse.</p>
Corporate Parenting Champion Nomination Report	To nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting in addition to the Chairperson of SOSC 2 who is automatically appointed.	N/A
Draft Outline Forward Work Programme		N/A

Monday 23 September 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Community Resource Team Package of Care Delays (PoCD)	To consider the current issues being experienced in the County Borough and specifically how the Authority is working with the Health Service to support individuals who require support at home including reablement care when discharged from hospital.	<p><u>Cabinet Member</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing.</p> <p><u>Officers</u> Corporate Director – Social Services and Wellbeing.</p> <p>Head of Adult Social Care Social Work Lead in Adult Social Care Integrated Community Services Manager – Reablement</p> <p>Clinical Service Group Manager - Cwm Taf Morgannwg</p>

APPENDIX D

Proposal to extend the Term of the Healthy Living Partnership with GLL / HALO Leisure	<p>Pre-decision.</p> <p>The report offers Members the opportunity to scrutinise the benefits of an extension to the existing healthy living partnership agreement with GLL/Halo Leisure. The current agreement is due to end in March 2027 and the report will provide information on the legal and procurement considerations that the Council may need to make. The report will identify how the current partnership has delivered on outcomes for the Council and supported its wellbeing objectives whilst improving the leisure facilities and delivering financial savings. The report will identify the reasoning as to why an extended relationship may be a cost-effective way forward for the Council in comparison to alternatives.</p>	<p><u>Cabinet Member</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing</p> <p><u>Officers</u> Corporate Director – Social Services and Wellbeing.</p> <p>Group Manager - Prevention and Wellbeing</p>
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Thursday 14 November 2024 at 10.00am

Report Topics	Information Required / Committee's Role	Invitees
Community Resource Team Package of Care Delays (PoCD)	<p>To consider the current issues being experienced in the County Borough and specifically how the Authority is working with the Health Service to support individuals who require support at home including reablement care when discharged from hospital.</p>	<p><u>Cabinet Member</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing.</p> <p><u>Officers</u> Corporate Director – Social Services and Wellbeing.</p> <p>Head of Adult Social Care Social Work Lead in Adult Social Care Integrated Community Services Manager – Reablement</p> <p>Clinical Service Group Manager - Cwm Taf Morgannwg</p>
Proposal to extend the Term of the Healthy Living Partnership with GLL / HALO Leisure	<p>Pre-decision.</p> <p>The report offers Members the opportunity to scrutinise the benefits of an extension to the existing healthy living partnership agreement with GLL/Halo Leisure. The current agreement</p>	<p><u>Cabinet Member</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing</p> <p><u>Officers</u> Corporate Director – Social Services and Wellbeing.</p>

APPENDIX D

	is due to end in March 2027 and the report will provide information on the legal and procurement considerations that the Council may need to make. The report will identify how the current partnership has delivered on outcomes for the Council and supported its wellbeing objectives whilst improving the leisure facilities and delivering financial savings. The report will identify the reasoning as to why an extended relationship may be a cost-effective way forward for the Council in comparison to alternatives.	Group Manager - Prevention and Wellbeing
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Friday 17 January 2025 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Draft Medium Term Financial Strategy 2025-26 to 2028-29 and Budget Proposals		<p><u>Cabinet Members</u> Leader of Council; Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing; Cabinet Member for Finance and Performance; Cabinet Member for Resources (Job Share).</p> <p><u>Officers</u> Chief Executive; Corporate Director – Social Services and Wellbeing; Chief Officer - Finance, Housing and Change; Chief Officer - Legal and Regulatory Services, HR and Corporate Policy; Head of Adult Social Care; Head of Children's Social Care; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate.</p>
Assisted Transport Policy Consultation	Pre-decision.	<p><u>Cabinet Member</u> Deputy Leader / Cabinet Member for Social Services, Health and Wellbeing.</p> <p><u>Officers</u> Corporate Director – Social Services and Wellbeing.</p>

APPENDIX D

Thursday, 13 March 2025 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Library and Cultural Services		<u>Cabinet Members</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing; <u>Officers</u> Corporate Director – Social Services and Wellbeing; and Group Manager – Prevention and Wellbeing
Children and Family Services Placement Commissioning Strategy 2025-2030		<u>Cabinet Members</u> Deputy Leader/ Cabinet Member for Social Services, Health and Wellbeing; <u>Officers</u> Corporate Director – Social Services and Wellbeing; Head of Children's Social Care; and Children's Commissioning and Sufficiency Lead

Thursday, 1 May 2025 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
TBD		

Briefings and Workshops:

Topic	Information Required / Committee's Role	Invitees
Member Briefing - SS - Part 9 of the Social Services and Wellbeing (Wales) Act 2014	Part 9 of the Act requires local authorities to make arrangements to promote co-operation with their relevant partners and others, in relation to adults with needs for care and support, carers and children.	Members and officers for the Briefing 7 January 2025 at 3pm.
Day Opportunities Review	<ul style="list-style-type: none"> To advise Members of the proposals and the consultation Allow Members the opportunity of asking any questions for clarification or queries raised with them over these subjects by their own constituents. The report can then be scheduled for detailed pre- 	Members and officers for the Briefing 29 January 2025 at 1pm.

	<p>decision scrutiny near the end of the consultation or following the consultation to enable the Committee to provide their own views and recommendations towards the final decision of Cabinet.</p>	
<p>Accommodation Based Service Review</p>	<ul style="list-style-type: none"> • To advise Members of the proposals and the consultation • Allow Members the opportunity of asking any questions for clarification or queries raised with them over these subjects by their own constituents. • The reports can then be scheduled for detailed pre-decision scrutiny near the end of the consultation or following the consultation to enable the Committee to provide their own views and recommendations towards the final decision of Cabinet. 	<p>Members and officers for the Briefing 29 January 2025 at 1pm.</p>
<p>The Elimination of Private Profit from the Care of Looked After Children</p>	<p>The Welsh Government introduced legislation, The Health and Social Care (Wales) Bill, on 20 May 2024. Amongst a number of aims, the Bill contains provisions to:</p> <ul style="list-style-type: none"> • restrict the making of profit by providers of children's homes services, secure accommodation services and fostering services for looked after children. • require local authorities to submit a sufficiency plan to Welsh Ministers in respect of accommodation for looked after children, and to take all reasonable steps to secure sufficient accommodation provided by not-for-profit entities, either within or near to its areas to meet their needs. 	<p>Members and officers for the Briefing and Workshop – 31 January 2025 at 9.30am.</p>

	<p>The aim is to ensure that public money invested in accommodation for care experienced children is not extracted as profit, but instead is reinvested back into the system to support sustainable and better outcomes, services and professional development.</p> <p>The initial briefing for all Members, and the subsequent Workshop for Members of SOSC 2, will explore what this could mean for the future care of children in the Borough.</p>	
The Replacement System for CareDirector (WCCIS)	<p>The Committee requested a briefing on COR-2024-01 on the Corporate Risk Assessment: The threat to business continuity if the Council is unable to procure and implement major ICT systems which support critical services such as a replacement system for CareDirector (WCCIS). <i>CareDirector</i> is a Cloud-based case management solution for social care organisations that supports integrated working across health and social care.</p>	Members and officers for the Briefing and Workshop – TBD.

Other Items:**Reports to be scheduled for pre-decision scrutiny near the end of the consultation:**

- Day Opportunities Review
- Accommodation Based Service Review

15 April postponed report:

- A 3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend: Year 1 Report on Progress – 2023/24 - updated version to be provided as an Information Report during 2024-25.

Reports requested by the Committee:

- Progress on the Learning Disability Transformation Programme – 6 monthly updates to be provided during 2024-25.
- Direct Payments – TBD.

Other Potential Items:

- The Social Partnership.

Subject Overview and Scrutiny Committee 3
2024-25 Forward Work Programme

Monday 16 July 2024 4.00pm		
Report Topic	Information Required / Committee's Role	Invitees
Valleys Regeneration Strategy	<p>The development of a commercial property enhancement grant for the Valley high streets to make them look better and bring properties back into commercial use.</p> <p>The development of funding bids for Valleys to enhance the economy and stimulate new job opportunities.</p> <p>The increase in the amount of land and premises available for businesses including industrial starter units, in the Valleys.</p> <p>Accessibility for people from the Valleys to wider public transport.</p>	<p><u>Cabinet Members</u> Cabinet Member for Regeneration, Economic Development and Housing</p> <p><u>Officers</u> Corporate Director Communities</p> <p><u>External</u></p>

Monday 30 September 2024 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Future Waste	<p>Setting out of future direction. What is going to be done. How the future service will look. Outcome of consultation.</p>	<p><u>Cabinet Members</u> Cabinet Member for Housing, Planning and Regeneration</p> <p><u>Officers</u> Chief Officer – Finance, Housing and Change Head of Partnerships</p> <p><u>External</u></p>

APPENDIX E

Monday 2 December 2024 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
<p>Housing and Homelessness Update</p> <p>And</p> <p>Information Report: Update on the Shared Prosperity Funding</p>	<p>Affordable; Accessible; Social; Energy efficiency housing; Registered Social Landlords</p> <p>Progress on Empty homes in the County Borough, including the number, the Empty Homes Policy and Grants available – as requested by Members of SOSC 3 at 22 April meeting.</p> <p>The Committee requested the above to also include churches and chapels – asked for by Members of SOSC 3 at 16 July meeting.</p> <p>How grants are progressing in terms of spend, who the recipients are, feedback on the process.</p>	<p><u>Cabinet Members</u> Leader of the Council Cabinet Member for Climate Change and the Environment</p> <p><u>Officers</u> Corporate Director Communities Head of Operations - Community Services</p> <p><u>External</u></p>

Monday 20 January 2025 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
<p>Medium Term Financial Strategy 2025-26 to 2028-29</p>		<p><u>Cabinet Members</u> Leader of the Council Deputy Leader of Council and Cabinet Member of Social Services and Health Cabinet Member for Finance, Resources and Legal Cabinet Member for Climate Change and Environment Cabinet Member for Community Safety and Wellbeing Cabinet Member for Housing, Planning and Regeneration</p> <p><u>Officers</u> Chief Executive Chief Officer Finance, Performance and Change Corporate Director Communities</p>

Monday 17 February 2025 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Climate Change Response and Decarbonisation Activity Bridgend County Borough	<p>Update on progress and future priorities given current and future budget implications</p> <p>Electric charging points update</p>	<p><u>Cabinet Members</u> Cabinet Member for Climate Change and the Environment Cabinet Member for Regeneration, Economic Development and Housing</p> <p><u>Officers</u> Corporate Director Communities Decarbonisation Programme Manager</p> <p><u>External</u></p>

Monday 7 April 2025 4.00pm		
Report Topics	Information Required / Committee's Role	Invitees
Maesteg Town Hall Review	<p>Lessons Learned - COSC delegated the Lessons Learned report to SOSC 3 to consider, when the project has been completed. (Possible information report or member briefing)</p> <p>To be included in scope:</p> <ul style="list-style-type: none"> - Justification of the money spent; - Inner detail of what occurred; - Details of the challenges encountered; - Details of the lessons learnt; - A possible presentation from Officers; - An honest appraisal of what could have changed or been done differently. 	<p><u>Cabinet Members</u> Cabinet Member for Climate Change and the Environment</p> <p><u>Officers</u> Corporate Director Communities</p> <p><u>External</u></p>

Potential Items

- Bridgend Town Centre Masterplan and Regeneration
- Outcome of review recommended by SOSC 3 to be undertaken by the Community Asset Transfer (CAT) Steering Group to assess and review the Council's current CAT programme, considering:
 - Its impact
 - Success stories
 - Good practice researched from other Welsh local authorities
 - Reflection on lessons learned
- Members have requested that the Porthcawl Regeneration and Pavilion Update, be scheduled alongside meeting alongside the Maesteg Town Hall report.
- United Kingdom Shared Prosperity Fund Grant
- Communities Directorate Target Operating Model (TOM) - Summer 2025
- Bridgend Town Centre Masterplan and Regeneration
- Sickness levels in the Authority and its effect on decision-making in the Directorate
- Major parks in the Borough
- Valley to Coast

Referred from COSC as potential items

- The Committee were advised that the Council's charging regime for car parking, including the free parking offers, were being reviewed. The Committee requested that the Subject Overview and Scrutiny Committee 3 consider requesting a report detailing the outcome of the exercise referred to above and that such report demonstrates the difference in revenue between the free parking period and a full charging model.
- The Committee discussed the Council's response to the recent storm, Darragh, expressing concern about the increasing pattern of storms hitting the UK and **recommended** that the Subject Overview and Scrutiny Committee 3 request a report to explore the Council's preparedness to respond to storms and adverse weather, preventative measures against foreseeable damage and the impact of adverse weather and any fallout (e.g. loss of power) on vulnerable residents The Committee **recommended** that the report should have invitees from Communities and Social Services.

Member Briefing sessions

- Porthcawl Regeneration
- Infrastructure Delivery - including specifically condition of the highways in include; repairs and maintenance, road resurfacing and potholes, network management of

utilities, and the development of internal metrics for repairs and closing referrals – (All Member Briefing)

- Corporate Joint Committees Regional Responsibilities – (All Members Briefing)
- Development of Sunnyside (All Member)
- Community Transfers (CAT) - Position Update

Information reports

- Audit Wales 'Springing Forward Asset Management Inspection Report' – including associated Action Plan

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